STATE OF WYOMING

1988

ANNUAL REPORT

CORRECTIONAL INSTITUTES

July 1, 1987 through June 30, 1988

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CORRECTIONAL INSTITUTIONS

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BOARD OF CHARITIES AND REFORM
K. GARY SHERMAN
EXECUTIVE SECRETARY

HERSCHLER BUILDING
CHEYENNE, WYOMING

ANNUAL REPORT

FY 88

INTRODUCTION

The Board of Charities and Reform was established in 1890 by Article 7, Section 18 of the Wyoming Constitution. Wyoming statute 25-1-101 specifies that the Board be composed of the Governor, Secretary of State, State Auditor, State Treasurer, and Superintendent of Public Instruction. The Board is charged with the general supervision and control of all human services and correctional institutions established and supported by the State.

In fiscal year 1988, the Board administered eleven institutions including:

Children's Home, Casper
Girls' School, Sheridan
Honor Farm, Riverton
State Hospital, Evanston
Boys' School, Worland
Penitentiary, Rawlins
Pioneer Home, Thermopolis*
Retirement Center, Basin
Veterans' Home, Buffalo
Training School, Lander
Women's Center, Lusk

Under the jurisdiction of the Board were 1,611 full-time and 59 part-time employees. Of this number, 9 are assigned to the administrative office of the Board, located in Cheyenne, and the remainder are employed at the various institutions throughout the State. In fiscal year 1988, the average resident population was 1,905 at a cost of $47,353,063 in State dollars. (See Table of Services)

*Includes Montgomery Home for the Blind

ADMINISTRATIVE OFFICE OF THE BOARD OF CHARITIES AND REFORM

The Executive Secretary is responsible for the general management of all State institutions. This involves the direction of human services and corrections planning, program evaluation, and providing necessary information to the Board in order to develop policy as it relates to the institutions.

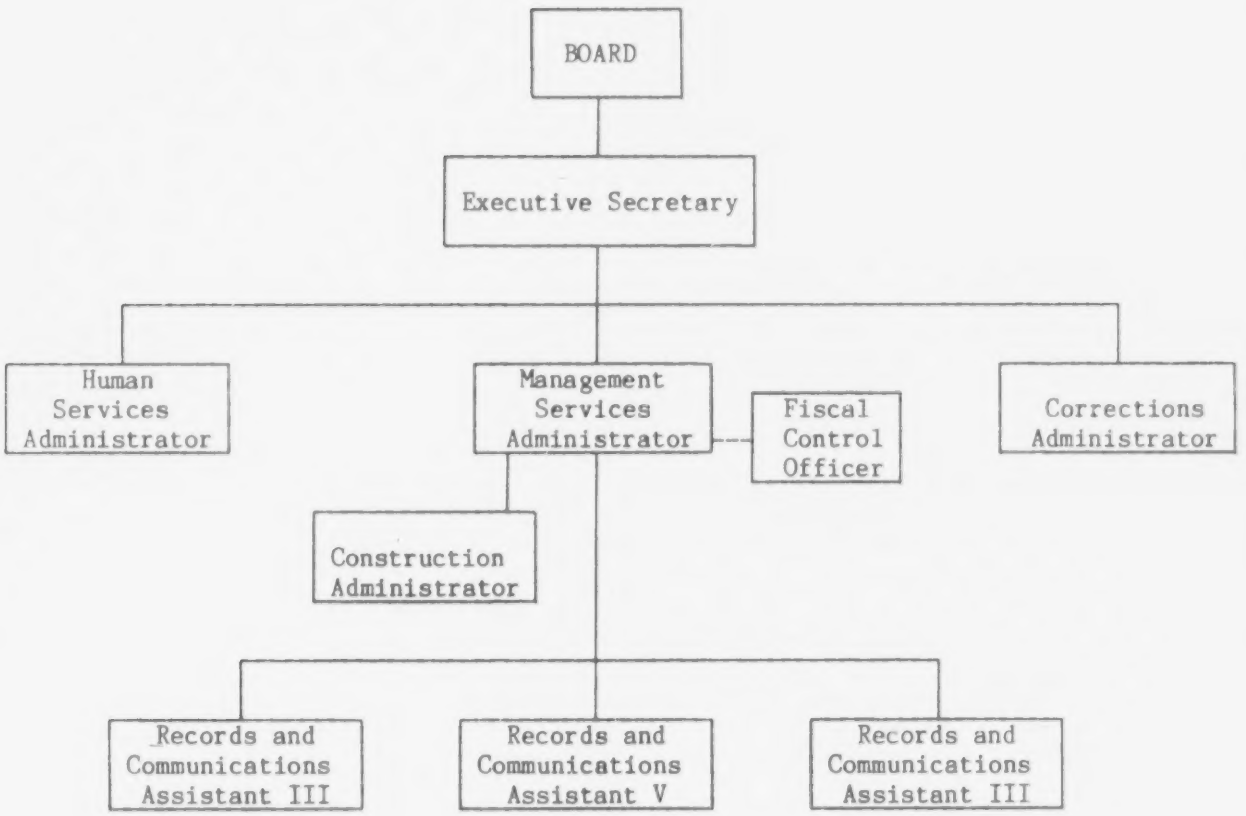
The role of the Board office is the responsibility for the management and supervision of the institutions, on behalf of the Board. The office is under the direction of the Executive Secretary.

In addition to the Executive Secretary, the Board's management team consists of three administrators: the Institutions Management Services Administrator, the Human Services Administrator, and the Corrections Administrator. The Management Services Administrator oversees purchasing, personnel, fiscal, legal and land affairs of the institutions, on a daily basis. This includes the review of land, legal and budget issues, capital outlay projects, and the maintenance of statistics and institution population movement and computer automation. This position also oversees the institutional programs for the aged. The Human Services Administrator is responsible for program planning, implementation and evaluation of the Training School and State Hospital. This position is also responsible for strengthening institutional liaison activities with community programs and other state agencies. The position of Corrections Administrator oversees the program planning, implementation and evaluation of all correctional institutions and is liaison for all community correctional centers.

The Fiscal Officer assists the Management Services Administrator with the daily fiscal responsibilities of the Board of Charities and Reform office as well as working with the Business Managers of the institutions in administering the Omnibus Land Income Fund and collecting and disseminating miscellaneous Management Information System data. The Fiscal Control Officer has the responsibility of overseeing the collections procedures with the institutions and is responsible for the Title 25 "Involuntary Hospitalization" program.

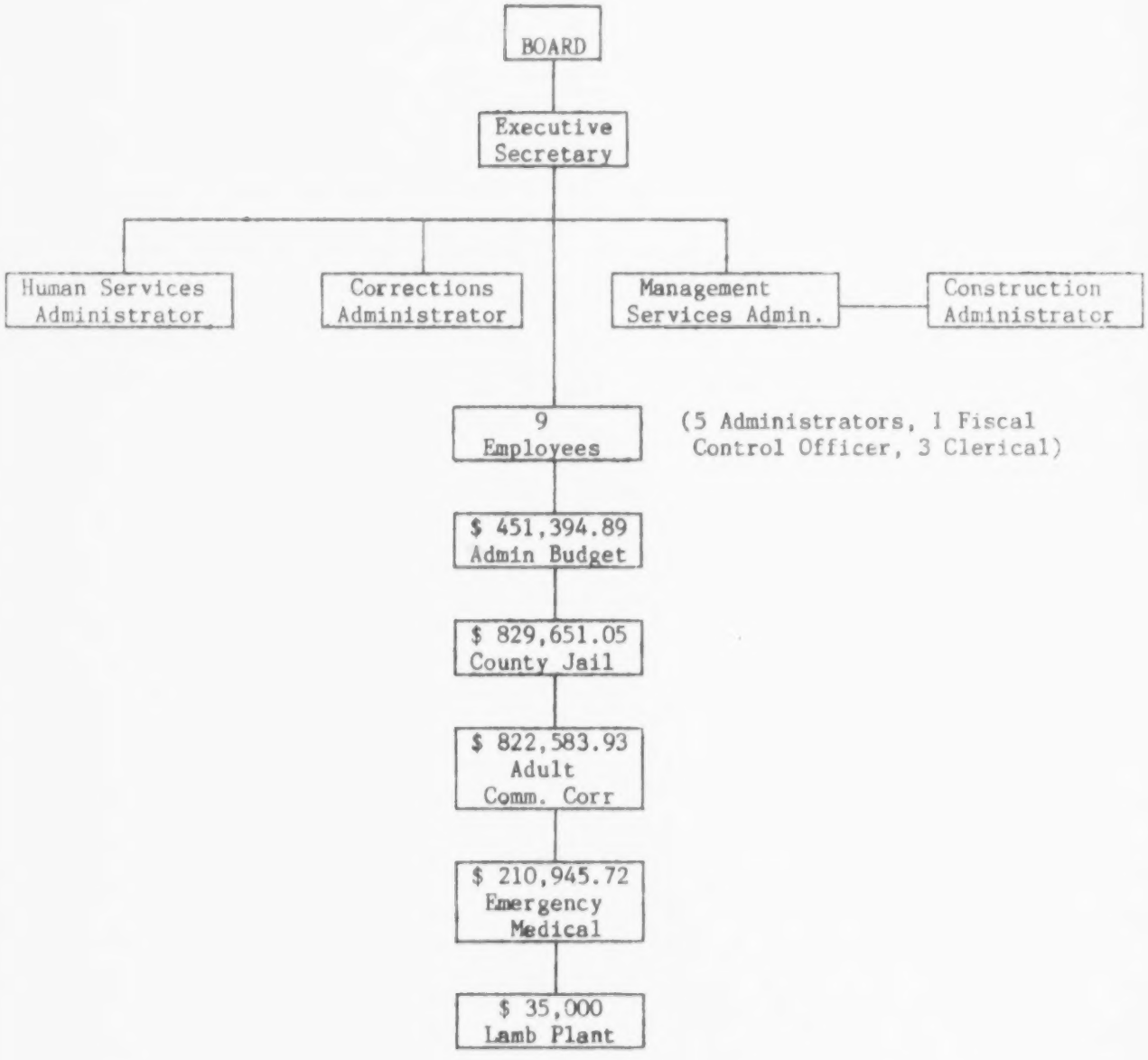
At the beginning of FY 89, the Department of Administration and Fiscal Control transferred the position of Construction Administrator to the Board of Charities and Reform for the purpose of overseeing all institutional construction projects.

BOARD OF CHARITIES AND REFORM
Organizational Chart
FY 88



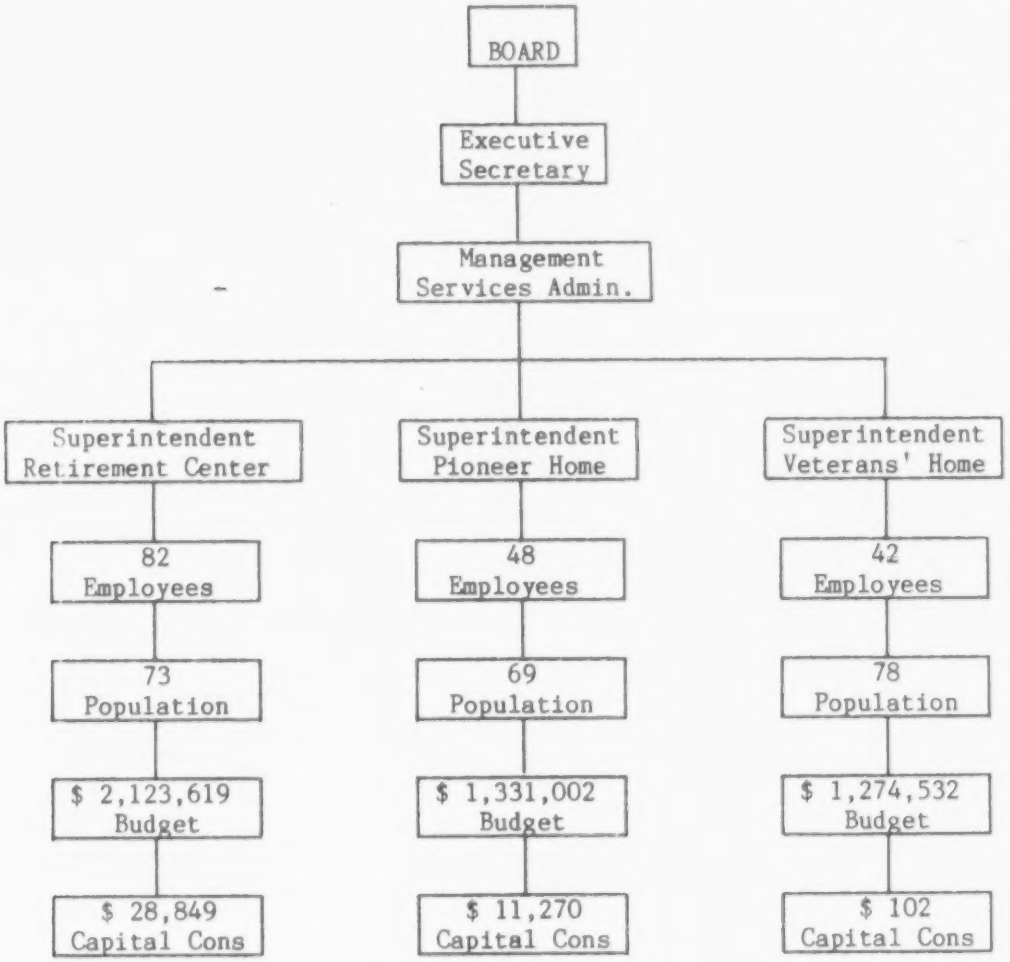
9 Full-time Positions

BOARD OF CHARITIES AND REFORM
Administrative Office
Organizational Chart
FY 88



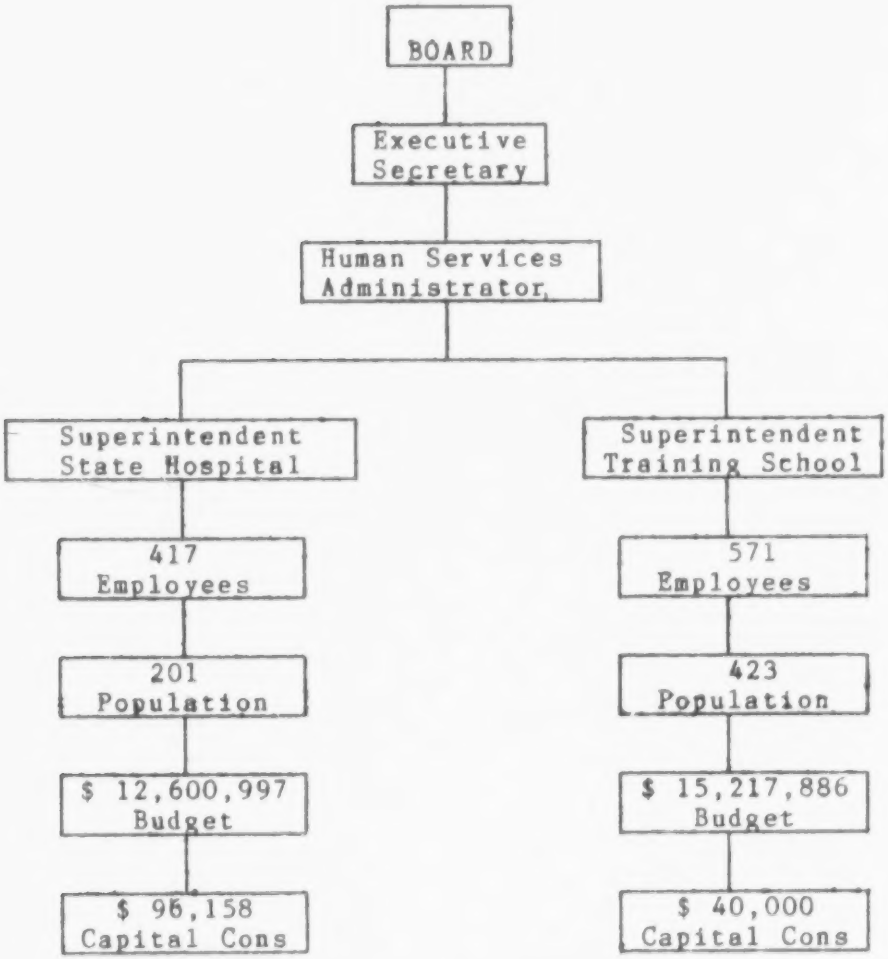
All Budgets include FY 87 Carry Over Funds and Budget Revisions.

BOARD OF CHARITIES AND REFORM
Institutions for the Aged
Organizational Chart
FY 88



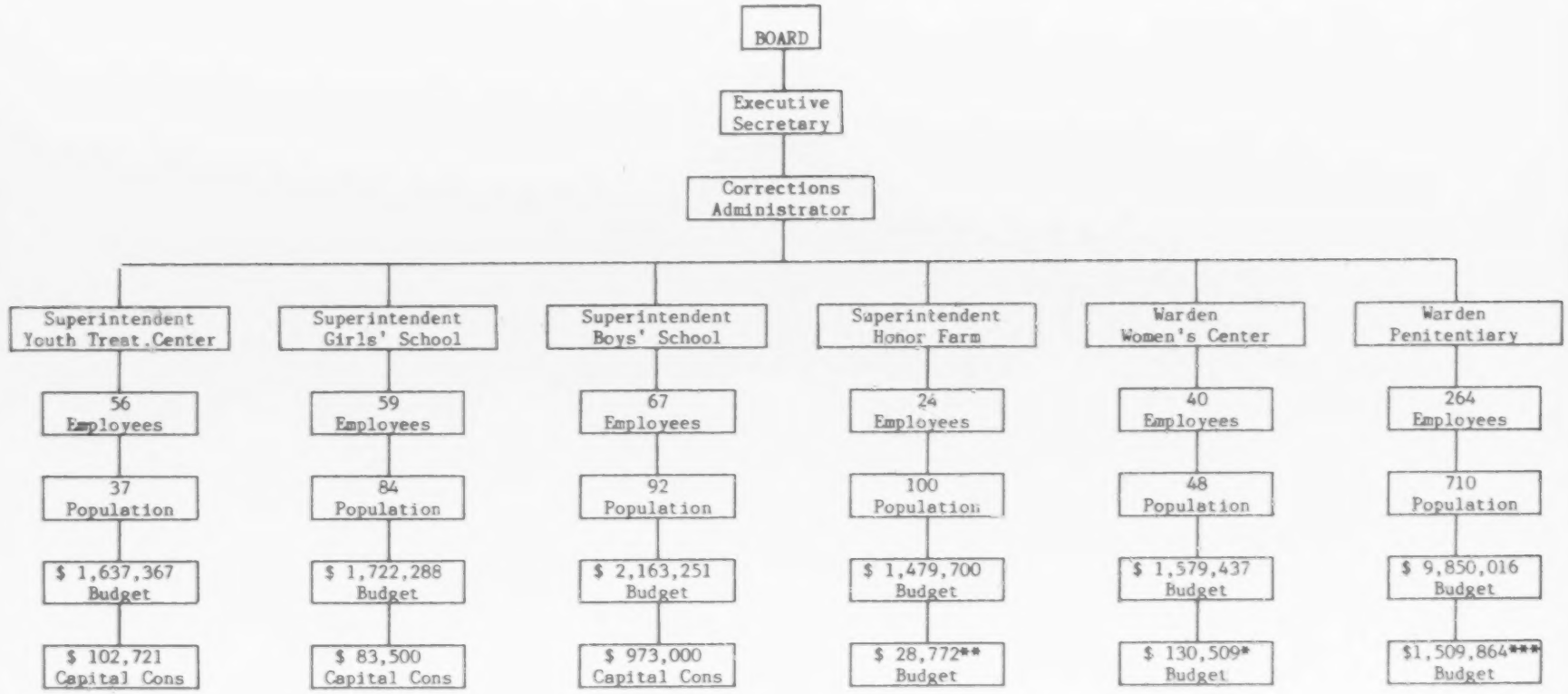
Budget does not include Federal Funds.

BOARD OF CHARITIES AND REFORM
Human Services Institutions
Organizational Chart
FY 88



Budget does not include Federal Funds.

BOARD OF CHARITIES AND REFORM
Correctional Institutions
Organizational Chart
FY 88



Budget does not include Federal Funds.
* FY 83 Carry Over
** $ 3,891 From Omnibus Land Income Fund.
*** $ 798,761 From Omnibus Land Income Fund.

BOARD OF CHARITIES AND REFORM
Summary Table of Services
as of June 30, 1988

Institution	Location	Primary Service	Number of Appropriated Employees		Yearly Average # of Residents	Ages of Residents	Yearly Average Cost Per Day	Total Expenditures		
			Full Time	Part Time				State	Federal	Total
Women's Center	Lusk	Correctional facility for all female felony offenders.	40		48	18 - 55	$ 76	$ 1,367,729	$ 20,011	$ 1,387,740
Honor Farm	Riverton	Work program for penitentiary inmates which produces food for the Penitentiary and other institutions and an agency for the work release program. This program is a component of the Penitentiary.	23	1	100	19 - 63	$ 29	$ 1,479,700	0	$ 1,479,700
Youth Treatment Center	Casper	State home for minors requiring special treatment.	52	4	37	13 - 18	$ 110	$ 1,478,890	$ 27,299	$ 1,506,189
Girls' School	Sheridan	Restricted residential program for adolescent girls placed by courts.	54	5	84	12 - 18	$ 55	$ 1,613,677	$ 45,904	$ 1,659,581
Boys' School	Worland	Restricted residential program for adolescent boys placed by courts.	67	0	92	12 - 19	$ 67	$ 2,040,124	$ 49,342	$ 2,089,466
Pioneer Home	Thermopolis	Boarding home Facility for elderly ambulatory Wyomingites, including Montgomery Home for the blind	40	8	69	49 - 105	$ 53	$ 1,331,002	0	$ 1,331,002
State Hospital	Evanston	Hospital for psychiatric care including individualized treatment programs and rehabilitative planning.	406	11	201	10 - 86	$ 151	$ 11,704,246	$ 25,646	$11,729,892
Training School	Lander	Residential and educational institution for mentally retarded, including educational programs.	562	9	423	2 - 88	$ 96	$ 13,787,372	$ 50,199	$13,837,571
Veterans' Home	Buffalo	Residential care facility for qualified honorably discharged veterans, spouses, widows or widowers.	38	4	68	27 - 95	$ 41	$ 1,017,452	0	$ 1,017,452
Retirement Center	Basin	Skilled nursing care facility for patients from other institutions.	66	16	73	45 - 103	$ 77	$ 2,058,347	0	$ 2,058,347
Penitentiary	Rawlins	Correctional facility for all male felony offenders including medium/maximum/minimum security programs.	263	1	710	17 - 73	$ 34	$ 9,474,524	$ 1,644	$ 9,476,168

MAJOR ACCOMPLISHMENTS

ADMINISTRATIVE OFFICE OF THE BOARD OF CHARITIES AND REFORM

OBJECTIVES

The Board of Charities and Reform's nine primary objectives are to:

1. Direct the general management of all State institutions to ensure short and long term human services and corrections planning, program development, implementation, efficient and cost effective service provision, compliance with federal and state statutory mandates, and adherence of Board policy as it relates to the institutions.

2. Be responsible for monitoring the proper disbursement of all funds appropriated for their maintenance.

3. Aid the Board in appointing and prescribing the duties of all superintendents and wardens of all penal, charitable and reformatory institutions.

4. Provide administrative support to the various institutions in the areas of personnel, land, purchasing, fiscal issues and computerization.

5. Carry out short term and long term planning with the assistance of the institutions in program development.

6. Provide the best possible care, treatment and rehabilitation to residents and inmates.

7. Coordinate institutional programs with other state agencies and other community resources and facilities.

8. Aid all institutions in ensuring all sources of revenue are being utilized.

9. See to it that the institutions are in excellent operating order.

ACCOMPLISHMENTS

INTERNAL MANAGEMENT

The administrative program under the Board of Charities and Reform has the primary responsibility of overseeing management and program activities of all State institutions. The Executive Secretary is responsible for instituting management, human services and correctional planning, program evaluation, and implementation of direction of Board policy as it relates to them.

In the area of administration, we have developed several manuals to better coordinate the administrative procedures at the institutions. Presently, we have on file the Board of Charities and Reform Policies and Procedures Manual, Financial Handbook, Legal Handbook, which contains the statutes which affect or relate to institutions' programs or operations, an Administrative Review Book, which consists of findings and recommendations of the Board office and other State agencies in their various annual administrative inspection of each institution, and a Policy and Procedures Manual relating to the Community Corrections Program.

We are continuing research on how the institutions can better utilize computers to improve their management efficiency.

We are further implementing ways of improving the review and establishment of institution fee schedules and methods of enhancing fee collection and making sure all areas of available federal funds are utilized.

We have developed a computerized listing of all Board of Charities and Reform lands, buildings and their content and their appraised value as well as a listing of all lands under lease and an employee maintenance schedule.

We have offered training courses in such areas as purchasing, personnel, how the various areas of the Uniform Accounting System functions, asbestos training and CPR. DAFC Personnel Division will be offering the institutions various types of training courses such as maintenance, time management, supervisory management, and other related courses in specific areas of expertise.

In the area of human services, programs are provided to the aged, mentally ill, mentally retarded and children's services. In this fiscal year, the State Hospital has received Title XIX reimbursements. We are also looking toward accreditation of institutional schools by the State Department of Education. The possibility of achieving Medicare/Medicaid certification is being investigated at the Training School. At the Veterans' Home, we are planning for intermediate care certification. The Pioneer Home is currently working with the Veterans' Home in educating the public on the mission and purpose of their institutions. At the Retirement Center, we have established Title XIX certification in order to collect federal reimbursement. In addition, human services institutions have, or are developing, internal rules and regulations to govern their operations. Training courses for the institutions on such things are resident rights, confidentiality of records, and fee schedules have been developed and will continue to be revised.

In the area of corrections, a five year plan is progressing in conjunction with the University of Wyoming on the future role of the Wyoming Honor Farm in Riverton. The Corrections Administrator is working closely with the Honor Farm superintendent on

developing a model vocational program. Seminars and training programs are being coordinated so correctional institutions may exchange administrative and programming ideas. At the Boys' School, we are working on reaching compliance with ACA standards. We are building an additional living unit at the Boys' School. $1,005,200 was appropriated from the Omnibus Land Income Fund by the 1988 Legislature for this project.

The Executive Secretary and the Corrections Administrator have been working with Wyoming communities in establishing additional centers for a community corrections program in the northeast portion of the state. The Corrections Administrator also participates in the Penitentiary grievance process and disciplinary reviews.

CONSULTATION TO THE INSTITUTIONS

The Board office maintains a regular line of communication and assistance to the institutions. This aid can take the form of budgets, personnel, planning, programming, research or construction activities. The administrative staff of the Board office spend about one half of their time in the field aiding institutions with problem areas.

RETIREMENT CENTER

The Retirement Center has been certified to receive Title XIX funding. This factor will aid the State in securing additional federal revenue for residents who quality for this program. We are considering expanding the program at the Retirement Center to include geriatric patients from other State institutions. This has recently been accomplished by the acceptance of ten (10) residents from the State Training School.

HONOR FARM

The Honor Farm is presently working the Farm operation on an intra-governmental account basis. The account allows the Farm to reimburse itself for processing, distribution, and production for services they provide to various institutions, which results in a significant cost savings to vocational programs that may be valuable in training these inmates in occupations such as masonry, carpentry, and automotive repair. In addition, a lot of upgrading has taken place at the Honor Farm to make it a model farming operation. The Honor Farm occupancy has been as high as 93 inmates.

PENITENTIARY

The Penitentiary continues to experience overcrowding. In the last legislative session, an Honor Camp was funded which will house 50 inmates to help alleviate some of the overcrowding at the Penitentiary.

COUNTY JAIL HOUSING

Under statute 7-13-110(e), a judge may sentence a felon to the county jail for up to one year for a crime he/she could normally be sent to the Penitentiary for committing. The statute states that the cost of housing convicted felons in the county jail, including shelter, food, clothing, medical and dental care and hospitalization, shall be paid by the Board of Charities and Reform by contract arrangement with the county sheriff. In FY 88, the Board of Charities and Reform has contracted with thirteen (13) counties and has paid $388,738 to house 114 inmates under this statute.

ADULT COMMUNITY CORRECTIONS

The created statutes W.S. 17-18-101, et al, authorizes the Adult Community Corrections Program under the direction of the Board of Charities and Reform.

The purpose and intent is to provide an alternative to incarceration and to involve the local community in offender corrections for non-violent offenses. Participation in community corrections is an elective option of local government to serve local offenders. The selection of the offender served shall be the determination of the locally designated Board.

This alternative to incarceration needs to be strengthened as existing facilities will continue to be crowded in the Penitentiaries. This program is preferable to new construction of cell blocks.

During FY 88, we had community corrections centers in Natrona County, effective October, 1985; one in Big Horn County, effective April, 1986; and Laramie County, effective December 1986. We averaged a total of 27 inmates per center, per month, for a total FY 88 expenditure of $737,896. We are working to establish centers in the northeast and southwest portion of the state.

PROBLEM AREAS

In order to prevent problems, the Board of Charities and Reform has concentrated more on planning, organizing, and evaluating institution practices, programs and procedures.

The Executive Secretary and his staff are placing emphasis on long term planning, evaluation and program development to avoid problem areas experienced in the past. The following criteria will be achieved with this goal in mind:

1. The Board of Charities and Reform office is striving to computerize all the data collected from the institutions. When this data is computerized, it will be possible to provide long term planning information on the characteristics of the population, effects of treatment or programming and population movement. To date, the Board of Charities and Reform is working on the possibility of networking for all State institutions.

2. All of the institutions are faced with the problem of hiring qualified personnel to ensure high quality of services. The various institutions have been working to implement in-service training models for their staff. As a complimentary component of these models, the Executive Secretary and his staff have developed a plan to inform the institutions of the availability of statewide training programs so institutions may cross-train in a given specialty and secure training from other state agencies.

3. Over the next ten years, it will be necessary to evaluate the population composition of all institutions to determine if the increased cost of services and alternative uses of buildings and staff are cost beneficial in terms of operations. Such long term planning will require additional funds from the legislature for travel, for task forces to meet, and consultants to assist with planning problems.

4. The role of federal funds is being reviewed in relationship to how institutions, such as the Children's Home, Pioneer Home and Veterans' Home, can qualify for Medicaid reimbursement. To date, one unit of the State Hospital has qualified for Medicaid certification. The Retirement Center is certified for Medicaid reimbursement.

5. Medical costs continue to be examined at the institutions in order to provide the best medical care for the least amount of money. Presently, we are reviewing drug utilization, catastrophic insurance, and medical provider utilization. Such items as drugs are now bid at all of the institutions.

It should be noted, we have in-place, a patient admitting review policy which will enable the institutions to lessen the cost of their residents by limiting long hospital stays, where appropriate.

6. In the area of corrections, the Board of Charities and Reform is reviewing viable alternatives to institutional placement in order to reduce overcrowding at the Rawlins facility. This aspect has been discussed previously with an explanation of the County Jail Housing Program and the Adult Community Corrections Program as an alternative to incarceration at the penitentiary. In the 1986 Legislative Session, the Board of Charities and Reform was given the authority, under 25-2-102, to establish penitentiary camps for this purpose. In the future, our budget will focus on more alternatives to incarceration such as building more penitentiary camps, more community corrections centers and perhaps a halfway house.

NEW CAPITAL OUTLAY CONSTRUCTION PROJECTS

During fiscal year 1988, a number of new capital construction projects were initiated at the State institutions. These projects involve a great deal of planning between the State institutions, the Executive Secretary, and his staff, and the DAFC Construction office. Examples of the new construction projects granted for the upcoming fiscal year by the 1988 General Budget Session are as follows:

Institution	Project	Requested	Approved
BCR	Conservation Correctional Camp	$ 311,850	$ 311,850*
	Asbestos Abatement	$ 628,837	$ 628,837*
	Total	$ 940,687	$ 940,687*
Boys School	Dorm Construction	$2,806,600	$1,005,200*
	Total	$2,806,600	$1,005,200*
State Hospital	Building #15, #18 & #19 roof repair	$ 92,888	$ 92,888*
	Total	$ 92,888	$ 92,888*
Training School	Dining/Kitchen/ Storage Facility	$2,353,700	$2,353,700*
	Total	$2,353,700	$2,353,700*
Penitentiary	Wall stabilization	$ 856,000	$1,200,000**
	Utility Tunnel	$ 772,200	0
	Total	$1,628,200	$1,200,000**
	GRAND TOTAL	$7,822,075	$5,592,475

* Appropriated from the Omnibus Land Income Fund
** $600,000 from General fund - $600,00 from Omnibus Land Income Fund

TOTALS: General Fund: $600,00
Omnibus Fund: $4,992,475

STATE PENITENTIARY
RAWLINS, WYOMING

DUANE SHILLINGER
WARDEN

I. INTRODUCTION - AGENCY OVERVIEW

Wyoming State Constitution, Article 7, Section 18, and related Statutes establish the Wyoming State Penitentiary and define its functions. Article 7, Section 18, states that:

> "Such charitable, reformatory and penal institutions as the claims of humanity and the public good may require, shall be established and supported by the State in such a manner as the Legislature may prescribe. They shall be under the general supervision of the State Board of Charities and Reform, whose duties and powers shall be prescribed by law."

Prior to Wyoming statehood, convicted territorial felons were incarcerated in the Territorial Prison at Laramie, Wyoming. The Territorial Legislature, in 1888, appropriated $120,000.00 for the construction of a State Penitentiary. An additional $70,000.00 was later appropriated in order to complete construction of this facility.

The Territorial Prison, constructed following Congressional action on January 23, 1873, was replaced by a State Penitentiary in December, 1890. The original State Penitentiary, located within the city limits of Rawlins, (Carbon County), Wyoming and located on approximately 65.31 acres of land, was used to confine adult male offenders until September 10, 1981, when the inmate population was moved to a new State Penitentiary located to the south of Rawlins.

Construction of the presently occupied penitentiary began in June, 1978--after $500,000.00 planning funds were appropriated in January, 1976, and after 25 million dollars were appropriated during the 1977 Legislative sessions. As discussions began regarding the eventual location of a new penitentiary, thought was given to locating the penitentiary in or near a community college; however, State Constitution revisions would have been necessary to locate the penitentiary in any county other than Carbon County. Eventually, three (3) possible locations were selected; and of the three (3), a construction site--described as Section 28, Township 21 North, Range 87 West of the Sixth Principal Meridian in Carbon County--was purchased from the Union Pacific Railroad and the Bureau of Land Management at a cost of $159,940.00. The amount paid to the Union Pacific Railroad was $158,340.00 while the Bureau of Land Management received $1,600.00. A total of 980 acres was purchased for the new penitentiary.

Actual construction of the new Wyoming State Penitentiary began began in June 1978, and during the construction period, additional funding was appropriated in January 1978, in the amount of $2,700,000.00, in January 1979, in the amount of

$3,502,500.00, to complete construction and provide furnishings for the facility. In April, 1981, the State of Wyoming accepted the new facility.

In early 1981, the City of Rawlins, Wyoming, annexed the new penitentiary and on May 29, 1981, the Department of Fire Prevention and Electrical Safety issued a conditional use permit which enabled the penitentiary administration to transfer inmates to the new facility. On June 1, 1981, the first inmate was transferred to the 48 cell maximum security unit. By July 7, 1981, 133 inmates had been transferred, and by September 10, 1981, the remaining 313 inmates were transferred. The first unit to be occupied was the maximum security facility which was used to house protective custody inmates, disciplinary segregation inmates, and 96 inmates of varying classification who were placed in work assignments necessary for completing work prior to the total occupancy of the new prison.

In the years 1982-1985, various additional changes were made in the penitentiary configuration: July, 1982, three temporary trailers were purchased and used to house six trustees; February, 1983, a temporary 24-man modular was purchased and installed within the minimum unit facility; March, 1983, a second 24-man modular was installed in the minimum unit, making the total trusty population 104 - 56 men in the dormitory, 48 in the modular units; June, 1983, a third modular unit, designed to provide visiting and recreational opportunities for trustees living in the 24-man modular housing units, was added--and immediately used for emergency housing of "overflow" inmates in the minimum unit; October, 1983, the permanent west tower was completed and placed into operation; January, 1984, 24 cells in the medium unit were modified to become double cells; July, 1984, the Penitentiary-constructed south tower became operational, providing a permanent second point of site observation for security personnel; and in February, 1985, a 20-man modular unit was added to the medium unit. During FY 1988 a permanent east tower was erected and occupied.

1986 saw the additions of more new housing units than any year since the penitentiary's opening in 1981, as the permanent additions approved by the 1984 State Legislature were completed. In February, the 20-man work release unit, as well as the two-unit family visiting center, was opened. Two 24-man units in the maximum security unit, one 24-man unit in the medium security unit, and the 6-man death cell (D Block) units were completed in March, 1986 and the final 24-man unit in the medium unit was occupied in April, 1986. With these new additions, the penitentiary's housing capacity became:

Maximum Unit	A Block	120
	B Block	96
	C Block	72

	D Block	6	(attached to C Block)
		294	
Medium Unit	A Block	120	
	B Block	120	
	Modular	20	
		260	1]
Minimum Unit	Dormitory	56	
	Modular I	24	
	Modular II	24	
		104	2]
Reception/Assessment			
	East Wing	16	
	West Wing	16	
		32	3]
Work Release Building		20	
	TOTAL CAPACITY	710	4]

1] Does not include 24 cells doubled up for emergency housing capability.

2] Does not include 10 man emergency bunking capability of modular 3.

3] Does not include 10 cells in the penitentiary infirmary.

4] Family visiting center not included in this total.

During the past year, 1988, inmate population growth continued to be the single prevalent factor in penitentiary planning and programming, affecting every facet of the agency's operation. Housed population (that is, those inmates actually living within the penitentiary "walls") was at 736, June 30, 1988, or 104% of housed capacity. Throughout 1988, the inmate population varied with the numbers transferred to the Honor Farm, to Community Correctional Centers, to other states, and most significantly, to early parole as approved by the Parole Board and the Governor. It must be noted, however, that for the year FY 1988, the penitentiary averaged 25.1 new inmates received, 23.7 inmates discharged each month, a difference of 1.4 inmates; it would be just a matter of time before the resources to accept the inmates from the prison would, themselves, be at capacity and no longer able to accept inmates.

The conclusion of FY 1988 showed a total of 736 inmates in the institution (in-house) population. There were 302 inmates received during the period, and there were 285 inmates released during the same period. This indicates a 5.14 percent increase of population over the past fiscal year.

A summary of penitentiary operations by program for the past year is contained in Sections II through IX.

A. STATEMENT OF PENITENTIARY PHILOSOPHY

The philosophy statement remains as an appropriate summary of thought which directs the Wyoming State Penitentiary employee contact with the inmate population.

"Traditionally, penitentiaries have been awarded the task of separating criminal offenders from society; however, society has not often reflected upon the fact that the majority of offenders would soon return to the communities from which they were sentenced. Further contributing to this dilemma, is the fact that the prison system has been traditionally, and perhaps unintentionally, successful in teaching inmates merely how to live in prison as opposed to providing skills needed for a successful non-prison life. The net result of this conflict can be measured in terms of a high recidivism rate and an equally high financial burden upon the taxpayer whose money is necessary for prison operation.

Considering the fact that the Wyoming State Penitentiary according to State Statutes and court sentencing orders, must provide the function of security (i.e. isolate the more dangerous criminal from society, ensure that the offender serves his imposed sentence, and provide him protection while he is incarcerated) integration into the community is not an easy task to achieve. Nevertheless, the Wyoming State Penitentiary does align itself with the philosophy that behavior can change provided learning situations are available to offer alternatives to criminal behavior. The Wyoming State Penitentiary recognized the fact that most incarcerated offenders have long histories of failure-oriented behavior, and opportunities made available within the prison are designed to provide the offender with a sense of responsibility to himself and his community.

The Wyoming State Penitentiary further recognizes the fact that the traditional prison system, with its often debilitating inmate environment and social system, does not provide the individual offender with necessary safety precautions or protection and rehabilitative incentive.

Subsequently, it is the Wyoming State Penitentiary's purpose to maintain, as much as possible, an environment free of criminal behavior in order that the offender may be required to exert only minimal effort for self-protection while using maximum effort for self-betterment."

B. PENITENTIARY DESIGN

Pertaining to the design of the penitentiary, four basic units have been structured to provide for specific correctional objectives. A summary of these four units and the perimeter security system are as follows:

1. Physical Plant

a. Administration and Reception/Assessment Unit

i. Administration Facilities:

- Business Office
- Personnel Office
- Central Records Office
- Training Office
- Reception Desk
- Warden's Office
- Central Service Deputy Warden's Office
- Telephone Relay Room
- Central Mail Room
- Clerical Employees' Office
- Central Facility Switchboard
- Security Captain's Office

ii. Reception and Assessment Unit:

- Central Control Station
- Fingerprinting and Identification Room
- Receiving Cell Unit (1 cell)
- Reception and Assessment Housing Unit (32 Cells)

- Holding Cells

- Infirmary (including 6 1-man cells, 6-man ward)

- Assessment employees' offices (i.e. psychometrist, counselor, chaplain, program managers)

b. Central Services Unit

i. Minimum Security Housing Unit (56 rooms)

ii. 2 Minimum Security Modular Housing Units (24 rooms per unit)

iii. Minimum Security Modular Recreation/ Emergency Housing Modular (10-man capacity)

iv. Central Kitchen--Butcher Shop, Bakery, Dining Room

v. Maintenance Department

vi. Motor Pool

vii. Refrigeration and Cold Storage Area

viii. Dry Food Commodity Storage

ix. Central Warehouse

x. Heating Plant

xi. Laundry Facility

xii. Entrance Point Security Station

xiii. 20-man work release unit

xiv. 3 Mobile Home Units comprising the Family Visiting Center

c. Medium Security Unit

i. Administrative Facilities:

- Deputy Warden's Office

- Associate Warden's Office

- Security Supervisor's Office

- Reception Desk

ii. Central Control Center

iii. Shift Commander's Office

iv. Visiting Room

v. Counseling Center

vi. Housing Units:

- Cell Block A - 120 Cell Unit (including 2 12-man double-housing wings for emergency housing
- Cell Block B - 120 Cell Unit
- Two Holding Cells
- 20-man Modular Unit
- 28-man Modular Unit

vii. Auxiliary Kitchen and Support Services

viii. Canteen

ix. Gymnasium

x. Vocational Program Areas

xi. Academic Education Areas

xii. Library

xiii. Recreation Yard

d. Maximum Security Unit

i. Administrative Facilities:

- Deputy Warden's Office
- Associate Warden's Office
- Security Supervisor's Office
- Reception Desk

ii. Central Control Center

iii. Shift Commander's Office

iv. Visiting Rooms

v. Counseling Center

vi. Housing Units:

- 72 Cell Maximum Security Unit (C Block)
- 6 Cell "D Block" attached to C Block
- Cell Block A - 120 Cell Unit
- Cell Block B - 96 Cell Unit
- Two Holding Cells

vii. Auxiliary Kitchen and Support Services

viii. Canteen

ix. Gymnasium

x. Outside cage/exercise area for C Block/ D Block inmates

xi. Academic Education Areas

xii. Library (including "branch" law library)

xiii. License Plate Manufacturing Area/Sign Shop

xiv. Mattress Manufacturing Area

xv. Garment Manufacturing Area

xvi. Recreation Yard

e. Perimeter Security

A main entrance gate controls the flow of traffic in and out of the prison compound. The main entrance gate is also the main storage area for the penitentiary's armory.

A computer system monitors fire alarms, smoke alarms, and door intrusions.

Two, twelve (12) foot perimeter fences, spaced twenty-five (25) feet apart, surround the medium and maximum security units. Anchored razor-wire

is laid between the 12-foot fences on the outer perimeters of the maximum and medium unit.

Two 64-foot observation towers on the west and east side of the facility, respectively with 360° observation capability.

A permanent all weather observation tower on a 50 foot hill directly south of the facility, offering excellent site visibility.

C. PENITENTIARY OBJECTIVES

Inasmuch as the majority of the inmate population will be released from prison within 3 to 5 years following sentencing, the prison must maintain programs and activities that may have some influence in reducing the offenders' use of criminal or asocial behavior. Further, considering the idea that the offender is placed in the penitentiary as punishment rather than for punishment, the penitentiary is obligated to provide program opportunities for inmates. Then, considering the fact that the majority of offenders are only temporarily removed from the community and will thus return to the community, the penitentiary is aligned with the thought that the offender must not be released from prison as a dangerous person.

For those inmates who do require long-term incarceration, the penitentiary must provide the type of secure detention that will minimize the possibility of escape of the more dangerous felon.

Finally, all offenders and employees must be ensured of a safe environment in which to live and work.

In order that the penitentiary may properly serve the correctional needs of the State of Wyoming, the following objectives have been emphasized:

1. Proper care, maintenance, and use of prison facilities, supplies, and appropriated funds;

2. Practical and efficient use of employees who occupy allocated positions;

3. Humane treatment of inmates while also providing inmates with constructive activities throughout their incarceration;

4. Classification of inmates in such a manner so as to provide inmate with security levels to meet individual needs;

5. Create opportunities whereby the inmate may become financially responsible for his maintenance and upkeep as soon as possible after his incarceration;

6. Provide additional technical training for inmates, especially in the areas of computer operation, computer repair, and television programming;

7. Provide additional counseling and group therapy sessions specifically in drug/alcohol abuse, sexually assaultive behavior, in addition to programs to address anti-social, or sociopathic behavior.

8. Conscientiously apply classification processes in order to reduce any inmate threat to the community, especially as related to minimum security programs;

9. Apply modern correctional techniques regarding integration of the offender into the community in accordance with provision of court orders, work release eligibility, and parole eligibility;

10. Use of community and state resources as a means to increase operating efficiency;

11. Emphasize security processes in order to maintain a safe and secure institution;

12. Increase employee efficiency levels through training and work experience;

13. Research a variety of classification alternatives in order to provide functional housing and program assignments for inmates; and,

14. Research, collect, and analyze operating data regarding the new facility with particular emphasis being placed on achieving the most economical operation possible. Further, such information will be used to achieve optimum and effective use of the new facilities during all types of operating conditions.

The penitentiary continues to emphasize the objectives related to minimizing criminal activity within the prison. Specifically, man hours have been used for the purpose of eliminating drug traffic and drug use within the institution. Further, ongoing efforts continue to eliminate inmate profiteering, gang activity, predatory behavior, and general inmate disruption.

With prison riots becoming increasingly widespread throughout the United States, the Wyoming State

Penitentiary has developed a series of objectives designed to serve specifically as a means to prevent a riot or serious operational disruption. Those objectives, appearing in previous reports are as follows:

1. Increased staff-inmate communications;

2. Thorough documentation and analysis of current inmate disruption and violence;

3. Additional innovative programs designed to reduce monotony and increase morale;

4. Additional measures to minimize inmate chemical use;

5. Additional measures to reduce availability of weapons for inmate use;

6. Additional measures to reduce overcrowding;

7. Recommendations, as necessary, made to the Board of Charities and Reform and the Attorney General;

8. Transfer of disruptive inmates to the Federal Prison System;

9. Additional security for protective custody inmates;

10. Detailed reports regarding overcrowding and inmate disruption prepared for the Attorney General and the Board of Charities and Reform;

11. Alert city, county, and state law enforcement agencies and provide these agencies with written emergency procedures.

Throughout the coming year, emphasis will continue to be placed in the following areas:

1. Continued efforts to reduce unnecessary spending and to live within the governor's mandated spending limitations and to maximize use of allocated funds;

2. To evaluate and consolidate existing positions to reduce staffing levels within the bounds of maintaining efficiency in operation;

3. Continued landscaping projects;

4. Continued documentation of equipment failure and building damage;

5. Maintain strict preventative maintenance programs for all mechanical systems;

6. Increase frequency of emergency training drills for employees and inmates;

7. Increase overall training opportunities for employees;

8. Initiate and computerize a coordinated inmate demographic information system;

9. Continue to integrate as many functions as possible into computerized standand reporting formats, providing accurate, consistent, and updated information to other user-agencies.

II. OPERATIONAL SUMMARY

While the additional 122 newly constructed cells, made possible by the 1985 capital outlay appropriation, temporarily eased the overcrowding issues, the institution has remained at or beyond capacity limits. Emergency housing provisions, such as double cell occupancy and use of modular housing, has provided some relief, yet such provisions, while yielding bed space, also result in an ever growing facility. For example, penitentiary capacity in June, 1981 (when the facility was occupied) was 526; now, on June 30, 1988, capacity, including modular units, new construction, double cell occupancy, and use of holding cells as long-term living areas, has reached 710. As the net growth rate continues to reflect monthly increases, the State of Wyoming has little choice other than to consider expansion of facilities for the convicted adult male.

Interestingly enough the 1987 fiscal period reflected a variety of thought given to Wyoming correctional alternatives. In 1988 fiscal period construction began on a new forestry camp and a new training center (boot camp) for young offenders.

Existing community centers, now numbering two (2)--located at Casper and Cheyenne--have served forty-four (44) inmates transferred from the penitentiary to the centers. The centers provide a valuable pre-release opportunity for those inmates serving a nonviolent crime with six (6) months remaining until discharge. While questions might be raised regarding the failure rate, it should be remembered that of the institution's nonviolent offenders, the vast majority are in the institution because they have either violated probationary provisions and/or because they are recidivists. Thus, candidates, for the community centers, who are selected from the penitentiary population have exhibited a rather well established pattern of

asocial behavior. Further, many of the nonviolent offenders do have a pronounced history of chemical abuse, and a return to chemical use once in the community center and has been reason for failure while in the program. Plans to develop a pre-community program orientation and indoctrination process is now nearly finalized. It is hoped that the orientation and indoctrination program will serve to enbellish coping skills prior to an inmate's placement in a community center. At any rate, the community centers are developing into valuable corrections alternatives.

Complicating management of the overcapacity institution is the executive branch of government's requests to trim the standard budget by four (4) percent or a number equal to $1,400,000 was met by this institution; however, it became necessary to request $445,500 in additional medical funds due to unforeseen surgical cases. In essence, reduced expenditures and reduced positions are not correlated with reductions in the inmate population, in fact, the opposite is true.

Some employee morale issues have been evident throughout the report period as employees have well been confronted with no pay increases, yet living expenses in the Rawlins area increase systematically. All departments despite heavy and stressful work load, remain highly productive and efficient, although several departments, such as counseling, security, food service, and health service are understaffed.

Notable facility improvements throughout the report period include the following:

1. Additional landscaping and planting of vegetation;

2. Continuation of drainage corrections west of the maximum security unit;

3. Improvement of perimeter fence security lighting;

4. Improvements made in processes to afford additional employees to participate in the training programs;

5. Improvements made in the sexual offender and drug abuse programs;

6. Improvements made in the reception and assessment processes;

7. The completion and implementation of the third family visiting unit.

Inmate morale and cooperation has remained excellent during the report period. There were minimal reports of violence during

this period, yet there continued to be a variety of institutional rule violations ranging from possession of contraband to some mode of physical confrontation. Interestingly, the Wyoming State Penitentiary continues to function with less than ten (10) percent of the population assigned within a segregation status.

Overcrowding conditions have created a situation where for too many inmates are without meaningful assignments, but every effort is being made to ensure that educational, vocational, and recreational programs remain available. Further, so as to reinforce community responsibility, inmates are involved in as many decision-making processes as possible.

Overall operating costs during the fiscal period have decreased by 1.77% compared with the previous period's 0.5 percent decrease. This decrease is surprising when considering the increase of inmate population and associated custody and care increases. Overall inmate costs per day increased from $34.50 per day to $35.11.

Objectives for the 1989-90 fiscal period include:

1. Increased training for employees;

2. Attempts to establish industries within the penitentiary that will benefit inmate, employee, and the State of Wyoming;

3. Continue to correct building settlement problems;

4. Correct utility tunnel deterioration;

5. Expand community corrections placement;

6. Continue to aid in the development of additional options to incarceration (ie. forestry camp, work camp, special alternatives, and/or a combination of such ideas);

7. Continue to improve institutional programming for inmates;

8. Computerize reception and assessment processes;

9. Expand assessment and classification processes so as to meet demands that may arise as a result of classification requirements for community programs and other alternatives to incarcerations;

10. Continue to analyze operations so as to determine in what manner employee positions can be fully utilized, so as to maintain the levels of production efficiency necessary to effect safety, security, and order.

Penitentiary work, consisting of grounds upkeep, at the old prison facility has continued throughout the fiscal period.

III. PERSONNEL SUMMARIES AND STATISTICS

The following are summaries of departmental activities during fiscal year 1988.

A. Personnel Department Major Responsibilities

1. Provide applicant recruitment and selection in accordance with Department of Administration and Fiscal Control and Board of Charities and Reform regulations;

2. Provide services which may result in employee retention;

3. Provide services as required in processing personnel actions, payroll, insurance forms, and Workers' Compensation;

4. Review position classification and compensation levels;

5. Interpret and implement State Personnel rules;

6. Organize and implement penitentiary personnel policies and procedures;

7. Coordinate payroll data with the State Auditor's office and the Department of Administration and Fiscal Control;

8. Process position additions, deletions, and reallocations;

9. Maintain personnel files on current and past employees;

10. Maintain a current "State Vacancies" file;

11. Provide informative counseling for all employees on State benefits.

B. Position Status During Fiscal Year 1988

This past fiscal year the prison again experienced a significantly high attrition rate though there was a slight improvement from FY 1987's rate. FY 1988 had 55 personnel separate from state service--24% of the 264

authorized positions. This represents a 3% decrease from the 24% turnover (63 positions) in FY 1987. The continued high rate of employee turnover remains a significant waste of time and resources expended in training staff personnel. To better illustrate the high turnover rate and some of the reasons given, the following statistics are provided.

1. Monthly Breakdown of Separations

Month	FY 1987	FY 1988	Difference
July	9	4	-5
August	7	6	-1
September	7	7	0
October	5	2	-3
November	2	3	+1
December	3	5	+2
January	4	4	0
February	5	5	0
March	1	2	+1
April	3	3	0
May	13	9	-4
June	4	5	+1
TOTAL	63	55	-8

2. Reasons Given for Separation:

	Security	Non-Security	Total
Other employment	17	5	22
Dissatisfied with work environment, agency, or pay	3	2	5
Family reasons	4	1	5

Health reasons	0	0	0
Other Personal reasons	6	2	8
Other reasons	9	4	13
Retirement	1	1	2
Deceased	0	0	0
TOTALS	40	15	55

The above figures clearly indicate a dissatisfaction with the area, work environment, pay and bleak prospects for improvement for state employees. It should be noted that security was the department hardest hit by turnover--approximately 74% of the total agency attrition was in the security department.

C. Work Force Composition

The following represents the composition of the penitentiary work force. The table indicates the number and precentage of the number of employees by sex and ethnic group as defined by the Equal Employment Opportunity Commission.

	White	Black	Hispanic	Asian	Amer.Ind.	Total By Sex
MALE	168 63.5%	0 0	39 15%	1 0.5%	0 0	208 79%
FEMALE	49 19%	0 0	7 2%		0 0	56 21%
TOTAL RACE	217 82.5%	0 0	46 17%	1 .05%	0 0	

D. Position Allocation

The number of positions allocated to the penitentiary as of June 30, 1988, total 264. This is the same authorized level as reported last year. A breakdown of the agency's positions are as follows:

Administration	7
Central Services	52

Health Services	7
Rehabilitation Service	20
Security:	177
- Captain - 1	
- Lieutenants - 9	
- Sergeants - 11	
- CDW I - 127	
- CDW II - 29	
TOTAL	263

With an inmate population of 914 as of June 30, 1988, the ratio of inmates to the 264 authorized positions is 3.46 inmates to 1 employee. This ratio becomes more meaningful when calculated in respect to the various subdepartments. A breakdown of the inmate-to-employee ratio is as follows:

Administration	130.57 to 1
Central Services	17.57 to 1
Health Services	130.57 to 1
Rehabilitation Services	45.70 to 1
Security	5.13 to 1

NOTE: Security shifts average 20 employees, whom considering control center, security tower, and perimeter patrol assignments, an average of 3 to 4 employees are available for cell block and program area supervision. The ratio of employee to inmate for those who "patrol" and supervise inmate living and program areas is in excess of 50 to 1.

As the inmate population increases, so will the ratio figures increase.

E. Overtime

With the attrition, recruiting difficulty and the high ratio the prison witnessed an increase in the amount of overtime utilized. Fiscal year 1987 showed an overtime amount of 4,575 hours. Fiscal year 1988 has an overtime amount of 8,256.50 hours or an increase of 3,681.50 hours. The security force used 70% of all overtime hours, a decrease of 5.8% from Fiscal year 1987. The major reasons for overtime in the security force are: transportation, training of officers, hospital duty coverage for sick and vacation use, and fire fighting. An increase of overtime in the medical department has accounted largely for the increase of overtime hours. One of the main reasons for this is the difficulty in finding qualified people for the positions.

Month	FY 1987	FY 1988	Difference
July	204.50	510.00	+305.50
August	654.50	580.50	- 74.00
September	582.00	869.75	+287.75
October	388.75	1,244.75	+856.00
November	279.00	558.00	+279.00
December	417.25	579.00	+161.75
January	243.50	625.50	+382.00
February	161.75	687.50	+525.75
March	265.50	894.50	+629.00
April	259.25	824.00	+240.50
May	535.50	414.50	-121.00
June	583.50	824.00	+240.50
TOTAL HOURS	4575.00	8256.50	+3681.50

F. Position Change Fiscal Year 1988

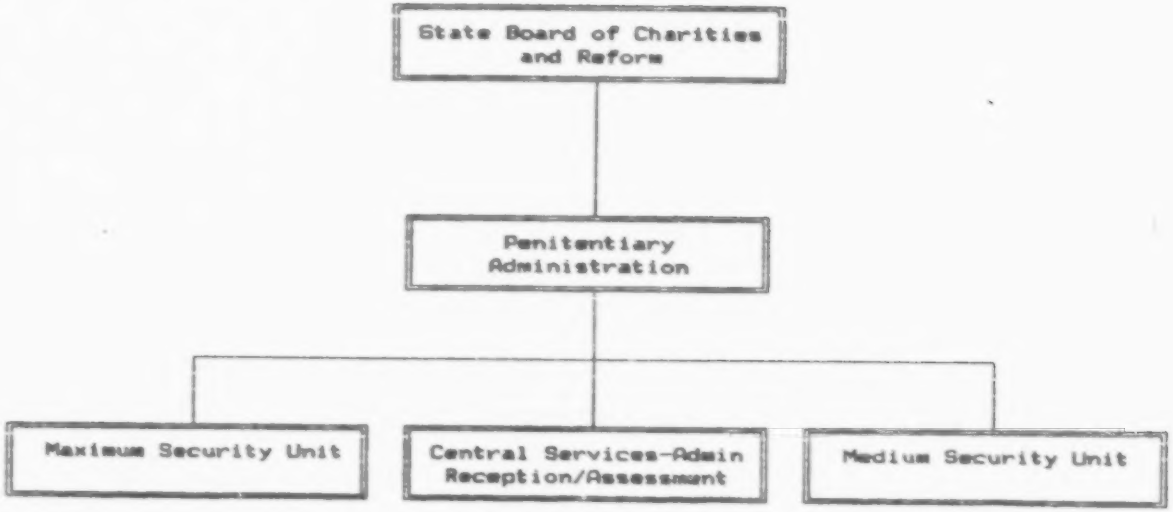
Hopes for FY 1989 are to continue training seminars for employees to better educate them and to help them understand their state benefits. Seminars are also planned for shift commanders and personnel in management positions to provide them with record keeping training in regards to payroll and Workers' Compensation.

It is felt that well-informed employees are more satisfied with their jobs and they stay! From this the prison hopes to see an even greater reduction in the attrition rate and further reduction in overtime hours.

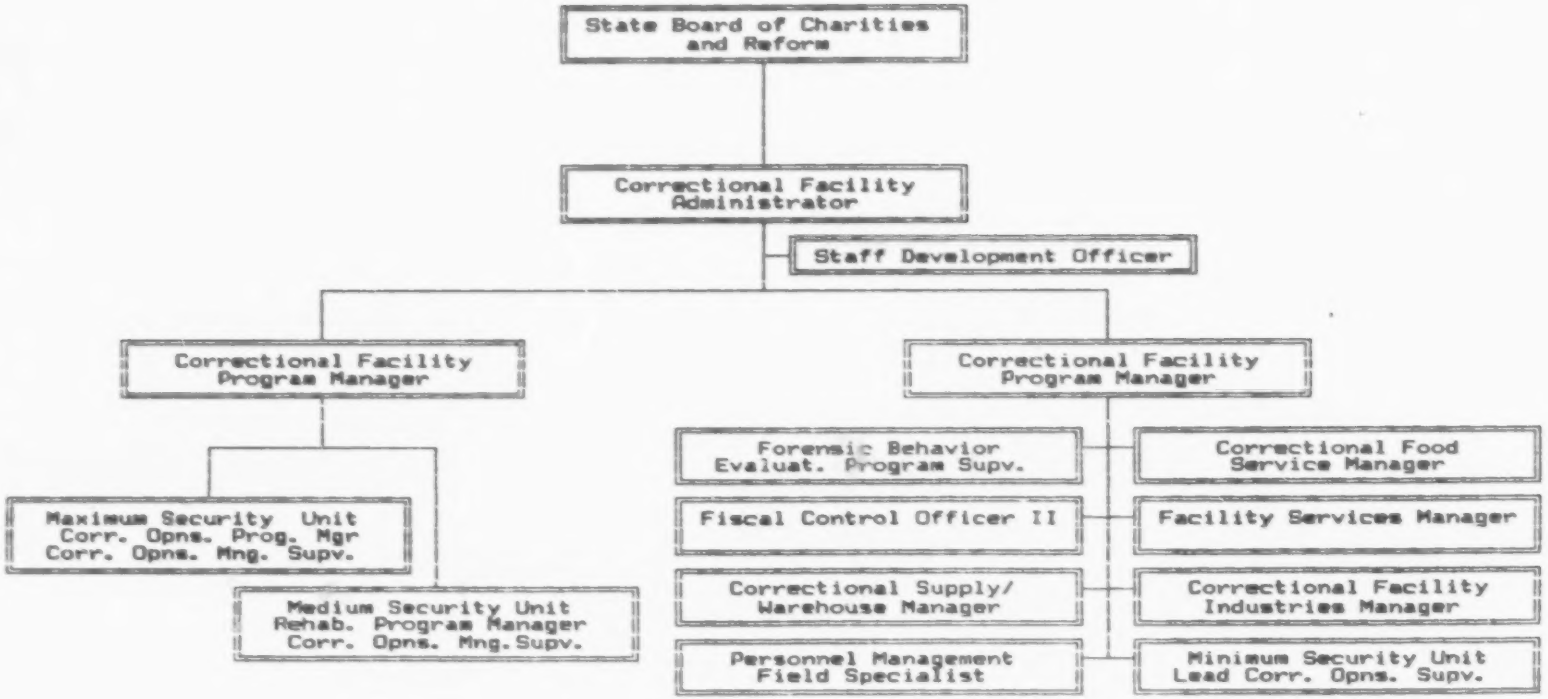
G. Organizational Charts

The attached organizational charts reflect the organizational status of the penitentiary:

PENITENTIARY ORGANIZATIONAL CHART
JULY 1988

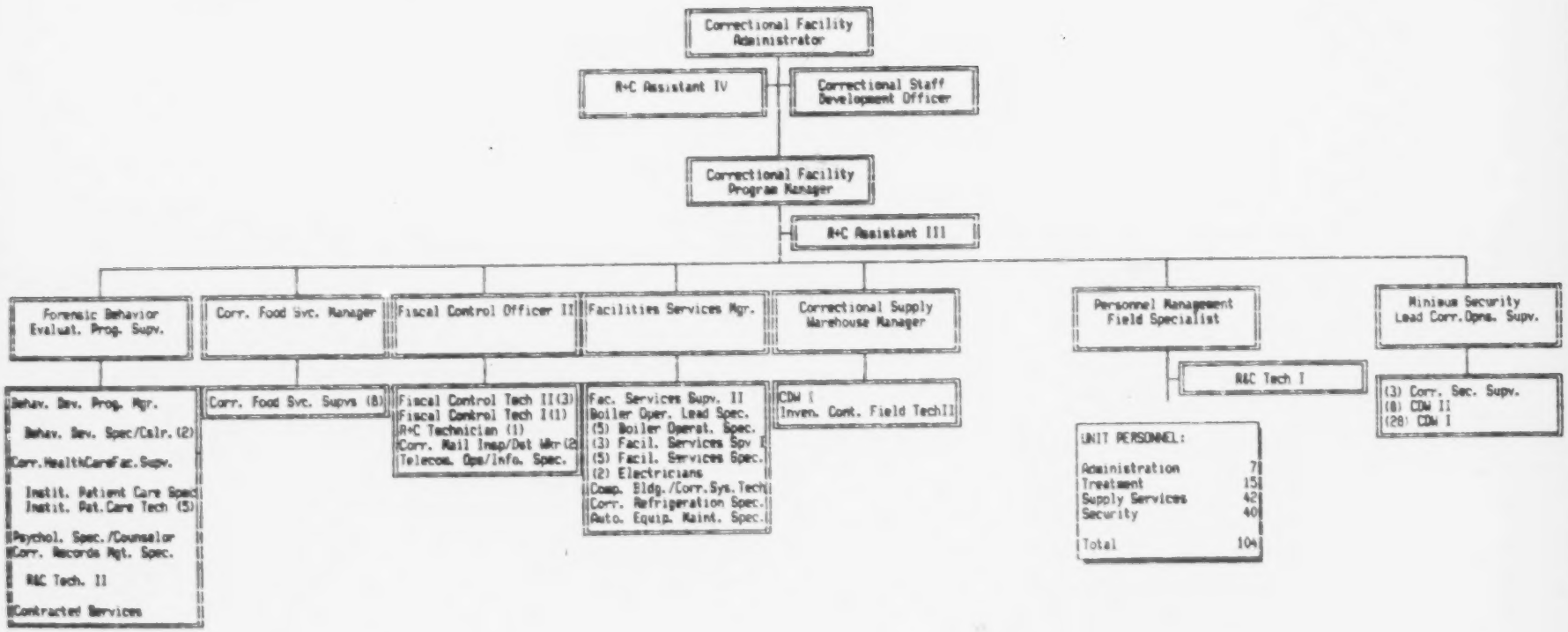


PENITENTIARY ORGANIZATIONAL CHART
JULY 1988

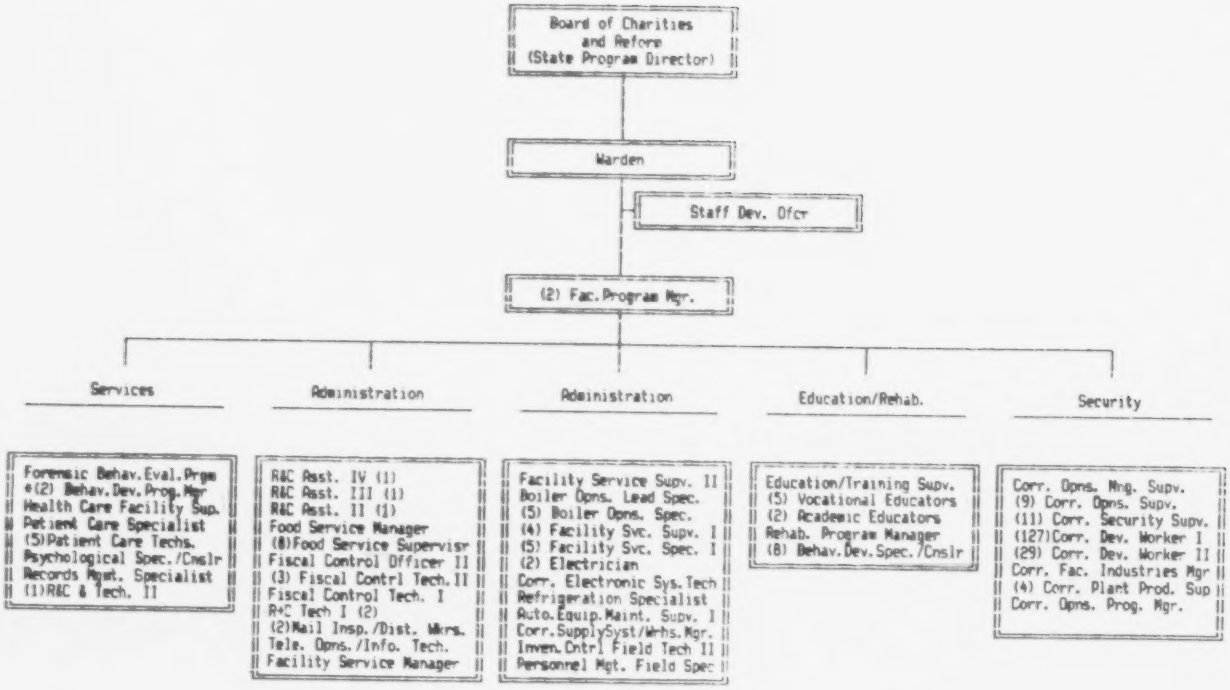

State Board of Charities and Reform
Correctional Facility Administrator
Staff Development Officer
Correctional Facility Program Manager
Correctional Facility Program Manager
Maximum Security Unit Corr. Opns. Prog. Mgr Corr. Opns. Mng. Supv.
Medium Security Unit Rehab. Program Manager Corr. Opns. Mng. Supv.
Forensic Behavior Evaluat. Program Supv.
Fiscal Control Officer II
Correctional Supply/ Warehouse Manager
Personnel Management Field Specialist
Correctional Food Service Manager
Facility Services Manager
Correctional Facility Industries Manager
Minimum Security Unit Lead Corr. Opns. Supv.

PENITENTIARY ORGANIZATIONAL CHART
ADMINISTRATION/CENTRAL SERVICES
JULY 1988

CONTRACTED SERVICES: Physician
Dentist
Psychiatrist
Chaplin



Penitentiary Organizational Chart
Positions by Service Area
July 1988

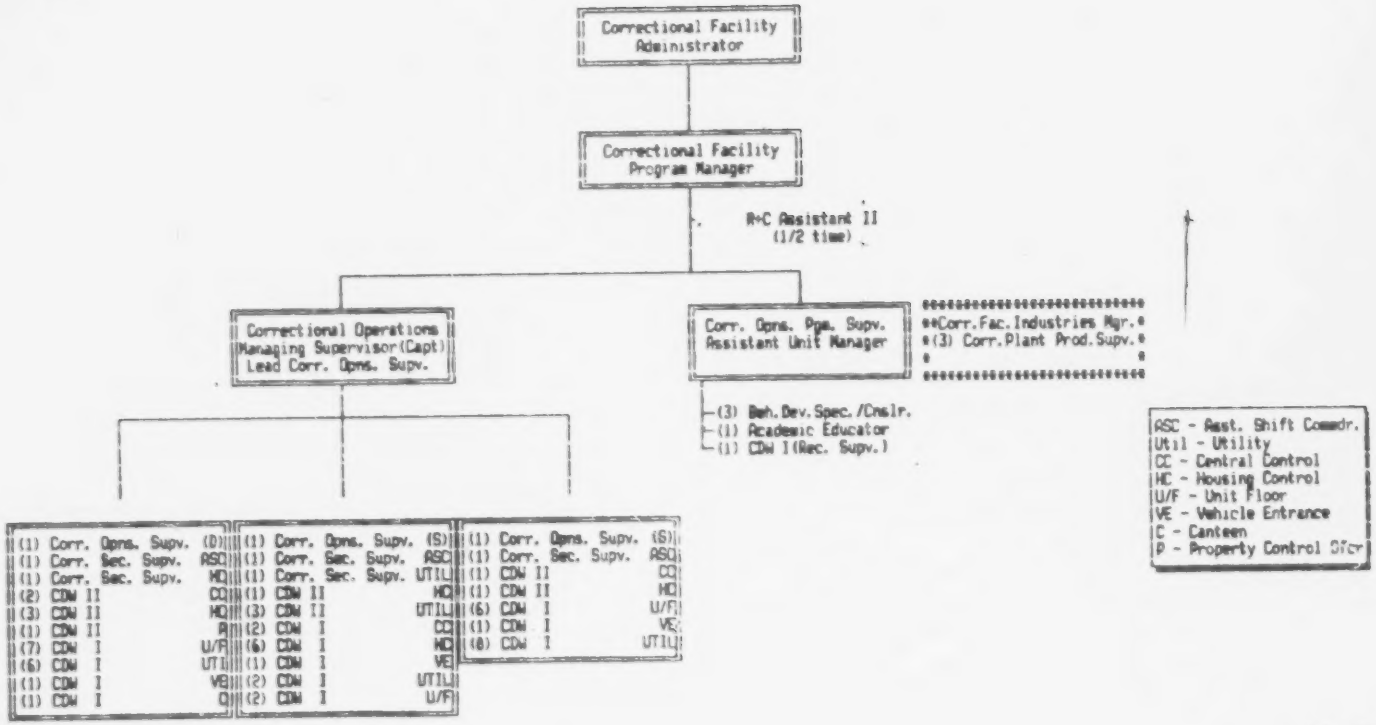


AUTHORIZED POSITIONS
262 Full Time
* 2 Part Time

WYOMING STATE PENITENTIARY
MAXIMUM SECURITY UNIT
July 1988

t Personnel:

Admin.	4
Security	71
Treat/supply	8
Total	82

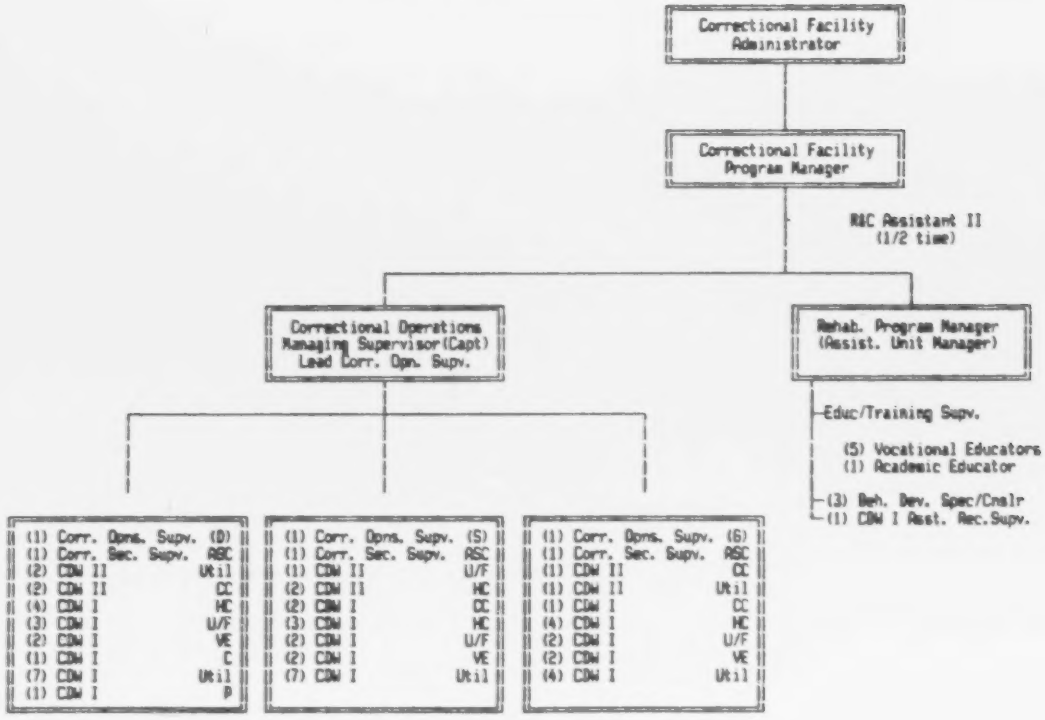

Correctional Facility Administrator
Correctional Facility Program Manager
R+C Assistant II (1/2 time)
Correctional Operations Managing Supervisor(Capt) Lead Corr. Opns. Supv.
Corr. Opns. Pgm. Supv. Assistant Unit Manager
**Corr.Fac.Industries Mgr.*
(3) Corr.Plant Prod.Supv.
(3) Beh.Dev.Spec./Cnslr.
(1) Academic Educator
(1) CDW I(Rec. Supv.)
(1) Corr. Opns. Supv. (D)
(1) Corr. Sec. Supv. ASC
(1) Corr. Sec. Supv. HC
(2) CDW II CC
(3) CDW II HC
(1) CDW II A
(7) CDW I U/F
(6) CDW I UTIL
(1) CDW I VE
(1) CDW I C
(1) Corr. Opns. Supv. (S)
(1) Corr. Sec. Supv. ASC
(1) Corr. Sec. Supv. UTIL
(1) CDW II HC
(3) CDW II UTIL
(2) CDW I CC
(6) CDW I HC
(1) CDW I VE
(2) CDW I UTIL
(2) CDW I U/F
(1) Corr. Opns. Supv. (G)
(1) Corr. Sec. Supv. ASC
(1) CDW II CC
(1) CDW II HC
(6) CDW I U/F
(1) CDW I VE
(8) CDW I UTIL
ASC - Asst. Shift Commdr.
Util - Utility
CC - Central Control
HC - Housing Control
U/F - Unit Floor
VE - Vehicle Entrance
C - Canteen
P - Property Control Offcr

hysically located in the Maximum
urity area. Production is under
tral Services.

(D) - Day Shift
(S) - Swing Shift
(G) - Graveyard Shift

WYOMING STATE PENITENTIARY
MEDIUM SECURITY UNIT
JULY 1988

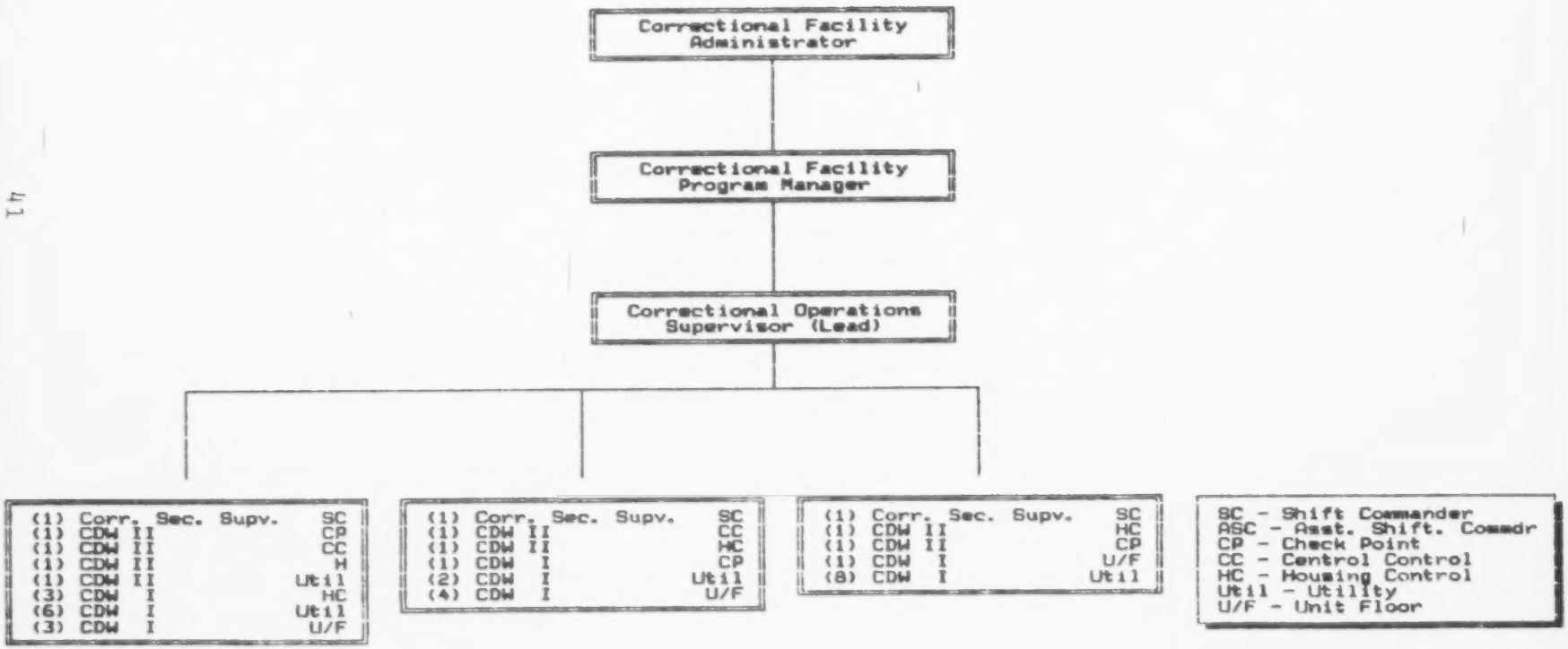
Personnel:		
	Administration	1
	Security	64
	Treatment	10
	TOTAL	75


Correctional Facility Administrator
Correctional Facility Program Manager
RAC Assistant II (1/2 time)
Correctional Operations Managing Supervisor(Capt) Lead Corr. Opn. Supv.
Rehab. Program Manager (Assist. Unit Manager)
Educ/Training Supv.
(5) Vocational Educators
(1) Academic Educator
(3) Beh. Dev. Spec/Cnslr
(1) CDW I Asst. Rec.Supv.
(1) Corr. Opns. Supv. (D)
(1) Corr. Sec. Supv. ASC
(2) CDW II Util
(2) CDW II CC
(4) CDW I HC
(3) CDW I U/F
(2) CDW I VE
(1) CDW I C
(7) CDW I Util
(1) CDW I P
(1) Corr. Opns. Supv. (S)
(1) Corr. Sec. Supv. ASC
(1) CDW II U/F
(2) CDW II HC
(2) CDW I CC
(3) CDW I HC
(2) CDW I U/F
(2) CDW I VE
(7) CDW I Util
(1) Corr. Opns. Supv. (G)
(1) Corr. Sec. Supv. ASC
(1) CDW II CC
(1) CDW II Util
(1) CDW I CC
(4) CDW I HC
(2) CDW I U/F
(2) CDW I VE
(4) CDW I Util

SC - Shift Commander
ASC - Asst. Shft. Commdr.
Util - Utility
CC - Central Control
HC - Housing Control
U/F - Unit Floor
VE - Vehicle Entry
C - Canteen
P - Property Officer

(D) - Day Shift
(S) - Swing Shift
(G) - Graveyard Shift

WYOMING STATE PENITENTIARY
MINIMUM SECURITY UNIT
July 1988


Correctional Facility Administrator
Correctional Facility Program Manager
Correctional Operations Supervisor (Lead)
(1) Corr. Sec. Supv. SC
(1) CDW II CP
(1) CDW II CC
(1) CDW II H
(1) CDW II Util
(3) CDW I HC
(6) CDW I Util
(3) CDW I U/F
(1) Corr. Sec. Supv. SC
(1) CDW II CC
(1) CDW II HC
(1) CDW I CP
(2) CDW I Util
(4) CDW I U/F
(1) Corr. Sec. Supv. SC
(1) CDW II HC
(1) CDW II CP
(1) CDW I U/F
(8) CDW I Util
SC - Shift Commander
ASC - Asst. Shift. Commdr
CP - Check Point
CC - Control Control
HC - Housing Control
Util - Utility
U/F - Unit Floor

IV. TRAINING AND STAFF DEVELOPMENT

Training for FY 1988 showed an increase compared to the amount of training that was conducted in FY 87: 11,765 hours of training compared to 11,655 conducted in FY 87. This is an increase of 1%.

The following summary reflects a total breakdown of all training conducted during:

TYPE OF TRAINING	SECURITY	HOURS	NON-SECURITY PERSONNEL	HOURS
Staff Orientation	37	2,960	9	360
Intermediate Course	57	4,560	0	0
In-Service	88	1,408	52	107
Firearms	250	494	13	39
In-House specialized	101	437	72	404
In-State specialized	0	0	10	124
Out-of-State specialized	0	0	4	144
Defensive Driving	66	352	35	178
Emergency Drills	81	176	11	22
TOTALS	680	10,387	206	1,378

V. CENTRAL SERVICES

Wyoming State Penitentiary is designed to operate on a "central services concept"--that is, logistical support departments such as food service, maintenance, warehouse, laundry, and administrative support sections are centrally located, providing services to each of the separate security units.

Food is prepared, for example, in the central kitchen and trucked to the security units, where it is served on a hot steam line, "cafeteria style."

Laundry is taken from the security unit to the central laundry, sorted, washed, and returned to the units by truck.

The "central services concept" saves money in operating costs (operating one main kitchen vs three separate facilities), and in personnel costs (fewer positions required), and has proved efficient in operation. A summary of 1988 central services operations follows.

A. Fiscal Activities

Business office personnel changes were kept to a minimum during fiscal year 1988. Only three individuals resigned and were replaced during the fiscal year. These included one mailroom clerk, one fiscal technician II, and a fiscal technicial. During the fiscal year the business office wrote and implemented an operations manual for all industry-type programs such as the sign shop and the print shop. Also accomplished were the establishment of a secure toolroom for the auto shop garage in maintenance and the addition of guard uniforms and the merchandise in the inmate hobby store to the penitentiary inventory system.

The IBM PC-XT used in the business office is currently at 83% of capacity. It is hoped that a request for additional computers and programs can be submitted to the Legislature for approval before the system reaches capacity. Nine hundred nine accounts are now on the system which has an availability of one thousand one hundred accounts.

The accounts payble section processed 13,517 documents during fiscal year 1988, paying invoices totaling $3,016.179. The total budget available for fiscal year 1988, not including capital outlay, was $9,850,016. Of that amount $321,989 (3%) was returned to the General Fund.

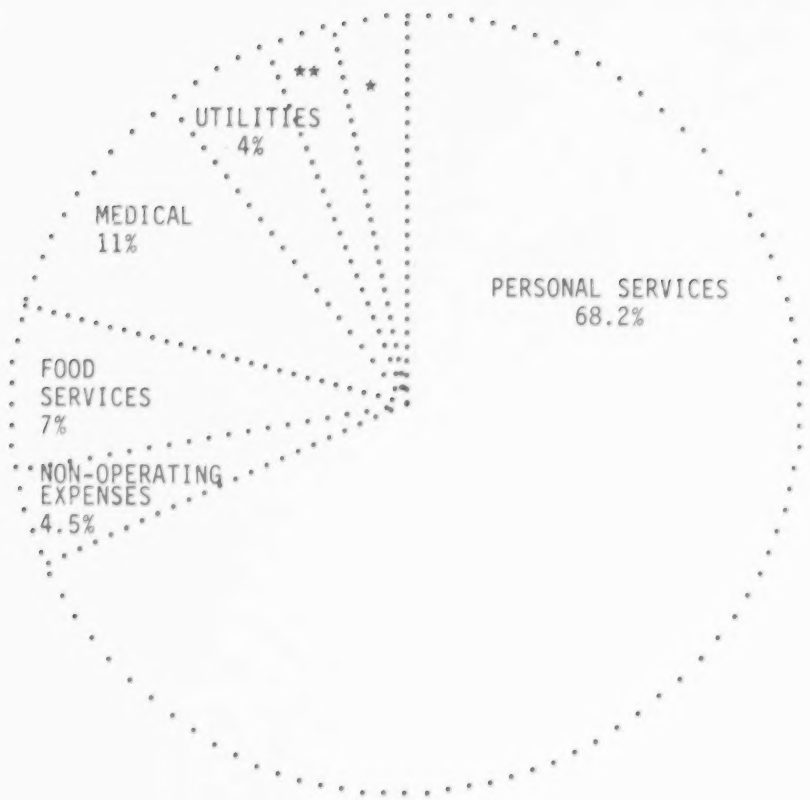
The following are utility cost comparisons for FY 1987.

	FY 1987	FY 1988	% Change
Electric	$244,276	$226,329	-7.35
Coal	138,740	94,537	-31.86
Water	34,936	38,859	+11.23
TOTAL	$417,952	$359,725	-13.94

WYOMING STATE PENITENTIARY

APPROPRIATION BUDGET EXPENDITURE DISTRIBUTION

FISCAL YEAR 1988



TOTAL OPERATION EXPENDITURE FOR FY 1987 = $9,607,791.00

TOTAL OPERATION EXPENDITURE FOR FY 1988 = $9,474,523.00

** MISC. SUPPORT SERVICES - 3.4%

* GENERAL REPAIR AND SUPPLIES - .8%
TRANSPORTATION - .4%
EDUCATION - .3%
CONTRACTED SERVICES - .4%
EQUIPMENT - .25%
DATA SERVICES - .05%
CAPITAL OUTLAY - .11%

B. FOOD SERVICE OPERATIONS

As of June 30, 1988, the food service department has been fully operational for seven (7) years. While the kitchen's physical facilities continue to meet the prison's expanding needs, physical use and aging equipment have begun to take their toll. During the past twelve months, many parts have had to be replaced.

The continuing goals of the food service department are as follows:

1. To stay within the allotted budget while continuing with a balanced meal format;

2. To maintain and monitor all medically prescribed diets by physicians, as well as daily special diets in all four units;

3. To continue to meet and maintain sanitation standards above the required environmental regulations;

4. To continue to prepare and serve expanded menu formats, including more fresh fruits and fresh vegetables;

5. To continue with a training program for inmate workers in all kitchen areas to better train them for gainful employment upon release from their incarceration;

6. To prepare and serve hot, nutritious meals on the thermal trays for the Reception and Assessment Unit, as well as the segregated population in C-block.

In order to attain these goals the following policies and procedures will be emphasized.

1. Cost effective purchasing will be utilized. Specific sale items will be incorporated as they become available. The U.S.D.A. donated food items account for 20% of all food items served;

2. Continued training and education to all food service supervisors to meet special diets required by physicians;

3. Continued training of all food supervisors as well as inmate kitchen workers to ensure established health standards;

4. The food service department will use seasonal items such as fresh fruit and fresh vegetables for the benefit of inmate population;

5. The food service continues to use thermally-protected tray for segregated feeding. This provides an oppor-

tunity for portion control, eliminating dissatisfaction should one inmate be served a larger portion. The prison continues to prepare food for outside service organizations. The organization provides the raw foodstuffs and the inmate workers prepare the food, under supervision;

6. The food service staff provides combined food service experience of more than 180 years of experience. Constant on-the-job training gives all workers an equal opportunity to learn;

7. To assume that the food service department meets or exceeds all nutritional standards, set forth by U.S.D.A. and the A.C.A. for adult correctional facilities.

FOOD COST BREAKDOWN

Month	Average Population	Cost of Items Delivered	Cost Per Man Per Day
July, 1987	713	$ 55,595.54	$2.52
August, 1987	701 (5 weeks)	51,076.66	2.35
September, 1987	706	67,663.72	3.10
October, 1987	693	50,406.65	2.35
November, 1987	695	61,667.65	2.96
December, 1987	696 (5 weeks)	54,426.51	2.53
January, 1988	712	51,699.08	2.35
February, 1988	717	65,031.66	3.24
March, 1988	718 (5 weeks)	48,695.50	2.19
April, 1988	712	48,389.73	2.27
May, 1988	704	52,429.04	2.41
June, 1988	699	45,298.99	2.16
Yearly Average	706	**$652,380.07**	**$2.54** (per man per day)

C. Maintenance Department

The maintenance department has been involved in several projects throughout the past fiscal year.

1. Building movements were closely monitored resulting in the installation of I beams and steel post to shore the roof area of Maximum, B-Star, block three (3) housing unit.

2. The north well at the old penitentiary site had the 15 hoursepower pump replaced for irrigation of the old site landscaping.

3. The ongoing project of renovation of the shower walls in the housing units to promote better health and sanitization in these areas.

4. The removal from the old penitentiary site of steel bar sections, electric locks and approximately 1000 cubic yards of top soil for future use at the new penitentiary.

5. The maintenance department installed water, sewer and electrical hook-ups, and a concrete pad, for the addition of family visiting trailer number three (3).

6. Planned maintenance activities included:

   a. The annual inspections on all three (3) steam boilers;

   b. Emergency power generators;

   c. Life safety systems;

   d. The routine preventive maintenance. Schedule activities on all systems;

   e. Grounds care and improvements were accomplished at the new penitentiary site as well as the state homes and old penitentiary site.

Three thousand seven hundred fifty-two (3,752) general work orders were completed as part of the routine maintenance of the facility.

Maintenance Department Objectives

Maintenance objectives for FY 1988-1989 include:

1. Installation of an outdoor recreation facility with the utilization of materials from the old penitentiary site for the death row inmates.

2. Installation of a new 14 room, 28-man modular in the medium security unit.

3. Installation of a segregation fence with an electric lock in the upper level of Block four, A-Star housing unit, medium unit. For use as a juvenile housing block.

4. The installation of approximately 2,150 feet of twelve (12) foot security chain link fence, electric gates, and 350 rolls of razor security wire enclosing the minimum security unit.

5. Installation of a greenhouse within the penitentiary site to be used for inmate industry/education and rehabilitation.

6. Continued improvements:

   a. Facility landscape;

   b. Shower facilities in the housing units;

   c. In reduction of operations and maintenance cost.

Projects to be accomplished by outside contractors with maintenance department assistance include the following:

1. Major tunnel renovation on approximately (1600) sexteen hundred linear feet of tunnels. Requiring extensive work by the maintenance department to:

   a. Remove and replace existing landscaping and improvements;

   b. Provide contractor assistance;

   c. Security coordination.

2. Restripping the east and west auto parking lot, walkways and mail room parking lot.

3. Building movement stablization:

   a. Maximum security unit, B-Star, block 3, will be the first priority for building stablization;

   b. Movements are also noted in the following areas:

      - Maximum security unit = B-Star, block 2 and 1
        A-Star, block 1
        C-Star, block 2, 3, 4

      These buildings will be closely observed for stablization work.

Penitentiary Permanently Assigned Vehicles and Use:

TRANSPORTATION VEHICLE: Inmate transportation vehicles, used primarily by penitentiary correctional officers.

- S-8 Ford 1983 302 V8 Crown Victoria Wagon
- S-9 Chevrolet 1987 307 V8 Caprice Classic Wagon
- S-61 Chevrolet 1986 307 V8 Caprice Classic Wagon
- S-64 Chevrolet 1984 305C V8 Caprice Classic Wagon

- S-645 Chevrolet 1985 173C 2.8 liter Celebrity Wagon
- S-933 Ford 1982 351W V8 Van Econoline Club Wagon
- S-935 Plymouth 1977 360 V8 Fury Wagon
- S-745 Chevrolet 1988 307 V8 Caprice Classic Wagon
- S-7 Chevrolet 1984 Celebrity Wagon

MAINTENANCE VEHICLES: These vehicles are used for on and off grounds maintenance considerations, used primarily by maintenance employees.

- S-63 Ford 1969 352 V8 3/4 Ton Pickup
- S-84 Chevrolet 1977 350 V8 3/4 Ton Pickup
- S-179 Dodge 1976 400 V8 100 Pickup
- S-181 Chevrolet 1979 350 V8 C-20 Pickup
- S-187 Dodge 1968 225 S6 Firetruck
- S-188Ford 1958 312 V8 Winch Truck
- S-244 Ford 1972 360 V8 Pickup
- S-642 International 1967 345 V8 Loadstar 1600 Bus
- S-646 Dodge 1978 225 S6 Pickup
- S-740 Ford 1961 223 16½ Ton Pickup

WAREHOUSE VEHICLES: These vehicles are used to facilitate inmate special commissary and canteen needs. Primarily used by Mr. Tom Tobler and Mrs. Jennifer Hermanson.

- S-136 Dodge 1983 318 V8 Pickup
- S-973 Ford 1979 300 I6 VanEconoline

TAG PLANT VEHICLES: Vehicles are used to deliver license plates. Primarily used by Dwain Doty, John Moore and John Alt.

- S-182 Ford 1987 474 I6 LT8000 Box
- S-647 Ford 1986 460 V8 F350 Flatbed
- S-744 Ford 1979 370 V8 F700 Flatbed

PERIMETER VEHICLES: Vehicles used for facility perimeter security, used by correctional officers.

- S-781 Dodge 1978 225 S6 Pickup
- S-788 Ford 1972 351 C V8 LTD

KITCHEN VEHICLE: Vehicle used for food service operations, used by food service employee staff.

- S-937 Ford 1982 300 I6 Van

LAUNDRY VEHICLE: Vehicle used to transport inmate laundry within the facility. Vehicle primarily used by Dwain Doty

- S-930 International 1970 258I6

INFIRMARY VEHICLE: Vehicle used to transport inmate personnel on site only, used by medical staff only.

- S-756 Chevrolet 1968 350 V8 Ambulance

MEDIUM AND MAXIMUM PROPERTY ROOM VEHICLE: Vehicle used to transport inmate property within facility, used by penitentiary property control security officers.

- S-739 Chevrolet 1967 230 I6 Van

WORK RELEASE VEHICLE: Vehicle used to transport work release inmates to and from work within the community. Vehicle primarily used by Mark Simons.

- S-963 Chevrolet 1982 305 V8 Impala

MAINTENANCE HEAVY EQUIPMENT VEHICLES: Vehicles used for penitentiary construction purposes, snow removal, road maintenance and boiler room coal and ash handling.

- S-480 International 1974 345 V8 Loadstar 1600 Small Dump Truck
- S-934 GMC 1978 427 V8 6500 Large Dump Truck
- M#410B 1985 John Deere S.#T04219T128710 Backhoe
- M#580B 1972 Case S.#5234546 Engine G-188D S#2728568 Backhoe
- M#H60H Hyster Forklift S.#D003D04498U (Tag Plant Uses Also)
- M#100 McCormick Farmall Tractor S.#8480
- M#212 Cat Grader Engine S.#9T829 Frame S.#9T829
- W-14 1986 Case Loader S.#9158469 Eng. A-336BD

D. Warehouse, Inmate Initial Issue, and Inmate Canteen Department

1. Warehouse

Warehouse operations provided inventory control, purchasing, receiving, documentation, storage and distribution of three major usage groups at the penitentiary: food service supplies, janitorial cleaning supplies and state issue supplies. These three (3) major groups are divided as to their specific use in the penitentiary and physical storage area within the warehouse.

Food service supplies (the largest of the three (3) major groups in man hours, inventory dollars and physical storage space) are all items utilized by the central kitchen and two satelite kitchens to provide

nutritious meals to the entire inmate population. At the end of the fiscal year the warehouse stored $111,433.32 in food service supplies.

Janitorial cleaning supplies include all security approved chemical cleaning supplies, cleaning equipment and paper products utilized at the penitentiary to provide a clean and healthy environment. At the end of the fiscal year the warehouse had on hand $16,130.04 in janitorial cleaning supplies.

State issue items provided for the general needs of the inmate population. Included in the state issue items are hygiene items, such as toothpaste and bath soap, which are provided to the entire inmate population on a monthly basis. In addition, all special clothing required for inmates in the various work areas is also provided. Finally, all "dress out" clothing, that is clothing purchased for inmates being discharged, is purchased by and issued from the warehouse. The warehouse had on hand at the end of the fiscal year $57,177.22 in state issue items.

Records of all warehouse stocked items (amounts received, stored and distributed) are recorded on a computerized inventory system. This computerized system is checked on a semi-annual basis with a complete physical inventory. At the end of the fiscal year the computer recorded 526 individual line items with an inventoried dollar value of $184,740.58.

The warehouse also provided purchasing, receiving and distribution of items for each department at the penitentiary. These were requested items which were either purchased locally or ordered from various vendors.

The warehouse provided a monthly special commissary service to the inmate population. These are security approved items, such as civilian clothing, which are not sold by the canteens. These items are purchased from local merchants and charged to the inmate accounts.

2. Inmate Initial Issue

The following statistics represent items distributed as state issue to each new inmate.

COST PER INMATE

Toothbrush	1	$ .37
Toothpaste	1	.42
Razor	1	1.35
Razor Blades	4 @ .06	.24
Soap	1	.18
Toilet Paper	1	.31
Socks	3 @ .60	1.80
Briefs	3 @ 1.20	3.60
Sheets	2 @ 4.80	9.60
Blankets	2 @ 4.96	9.92
Pillow Case	1	2.00
Towels	2 @ 1.64	3.28
Wash Cloth	1	.25
Shirts	3 @ 4.00	12.00
Trousers	3 @ 7.35	22.05
Coat	1	35.00
Boots	1	13.87
Drinking Glass	1	.50
Spoon	1	.09
Fork	1	.13
Comb	1	.10
Shampoo	1	.20
Laundry Bag	2 @ 3.65	7.30
Mattress	1	34.37
Pillow	1	6.65
TOTAL		$165.58

(Not included are Fish Tank coveralls at a cost of $14.32 and Fish Tank slippers at a cost of $4.95. These items are issued in the Reception/Assessment center and then returned for reissue when the inmate is assigned to a unit.)

3. Canteen (Inmate Store) Activities

The canteen operation consists of a canteen warehouse (located in the main warehouse) and inmate stores which are located in each of the three security units. These stores serve to provide a variety of items for sale to the inmate population such as tobacco products, canned goods, pop, health and beauty aids, pastries, snacks and magazines. The canteens are also used for the dispersal of monthly state issue items to the inmate population and for supplying canteen items to the reception unit, C-Block and protective custody populations.

Canteen operations are self-supporting. Items are purchased at wholesale prices and given a five percent mark-up for operating costs such as inventory, canteen equipment replacement and damage/loss. This year it was possible for the canteen operations to purchase new freezers for the minimum and medium unit canteens.

The canteen currently is serviced by twelve vendors, three of which have been added this year. Canteen items now total five hundred fifty-one items including the addition of eighteen new items this year; the most popular being a non-alcoholic mouth wash.

Net canteen sales for the year are as follows:
(FY 1987 figures for comparison are provided)

Unit	FY 1987	FY 1988	Amount of Change
Minimum	$ 67,483.30	$ 73,075.87	+ 5,592.57
Medium	111,479.72	122,882.02	+ 9,724.20
Maximum	105,588.35	122,465.00	+11,867.93
TOTAL	$312,830.32	$340,015.02	+27,184.70

E. Inventory Control

This department works independently of all other units in keeping abreast of state penitentiary fixed assets, their location, and their condition. Consumable warehouse inventory is recorded along with the Outlaw Merchantile (an inmate store) as to receipts and usage or sales. The agency requirements are:

1. Annual inspection of all state fixed assets, to include buildings. Biannual inventory of warehouse and Outlaw Merchantile inventory along with spot inventories;

2. To keep abreast of any change of status regarding state property. Each change of location or condition is recorded and proper forms are submitted to the state agency to update their master records;

3. Each incoming shipment which meets the state's requirements as a fixed asset is properly tagged with a state property number and then sent to the intended department;

4. Daily adjustments are entered into the computer as to the usage of warehouse inventory. Outlaw Merchantile sales and receipts are also entered on the computer;

5. Weekly food cost reports, monthly USDA reports, chemical, cleaners and solvent inventory reports are submitted, as well as Outlaw Merchantile reports;

6. Guard uniforms are ordered, received and issued, also assist in repair of security equipment;

7. Assistance in the operations of the warehouse and canteens as needed.

Applicable statistics regarding inventory control for 1988 are:

1. State penitentiary assets inspected annually numbered 4,436; buildings numbered 49, warehouse items inventoried numbered 558, Outlaw Merchantie items inventoried numbered 359;

2. New fixed assets numbered 80 and retirements numbered 68;

3. 917 items are entered on the computer. 61% are the warehouse items and 39% Outlaw Merchantile;

3. Shipments received = 1,822, down 9% from FY 1987. Distribution of shipments were as follows:

Central Kitchen	37%	up 5%
Maintenance	18%	down 4%
Education	15%	down 2%
Industrial	12%	up 1%
Warehouse	8%	down 2%
Security	4%	down 1%
Administration	4%	up 1%
Athletic	1%	no change
Medical	1%	no change

F. Penitentiary Industries and Laundry Operations

The Wyoming State Penitentiary Industries Program, consisting of the License Plate Manufacturing Plant, Sign Shop, Garment Shop, and Print Shop emphasized the following objectives:

- Provide needed work situations for inmates
- Develop the type of industry work that will be of benefit to the institution and the state
- Establish work ethics for inmates

- Finish products in accordance with schedules
- Increase employee efficiency
- Develop new industry opportunities

1. License Plate Production

a. Equipment:

During this past fiscal year the Tag Plant has worked to complete 1988 license plate orders. As of November 20, 1987, production of our 1988 plates was completed. Over the next three years the Tag Plant will be rebuilding, repairing and replacing its equipment in preparation of the 1993 production year, with actual plate production starting in 1992.

c. Staffing:

During non-production years, the tag plant will employ 20 inmates who are assigned to clean and repair equipment and to make supplementary orders for the counties--during production, 45 to 50 inmates are employed.

d. License Plate Production by County - 1988 Orders:

County	Total
1	201,357
2	164,675
3	75,800
4	138,366
5	83,799
6	58,744
7	36,515
8	40,168
9	39,075
10	104,281
11	78,780
12	65,069
13	43,156
14	15,690
15	43,475
16	27,835
17	76,682
18	25,245
19	25,992
20	27,040
21	34,270
22	38,603
23	28,800
TOTAL	1,473,417

2. Sign Shop

a. Equipment:

Expansion in the sign shop's wood sales has resulted in the replacement of older equipment that was used in the manufacture of wood signs.

b. Staffing:

During nonproduction periods, an average of five (5) to seven (7) inmates remain employed in the sign shop.

c. Production:

i. Institutional:

(a) Total institutional signs made during FY 1988 = 77 signs.

(b) Total cost = $662.38.

ii. Non-Institutional Signs:

(a) Total number of signs sold during FY 1988 = 2,246 signs.

(b) Total cost of production = $7,001.51.

(c) Total profit = $3,495.50.

(d) Percentage of profit = 33%
Total sales $10,497.01.

iii. Centennial Plates:

The sign shop made 10,000 centennial plates at a cost of $12,700.00.

NOTE: The usual charge of .333% markup was deleted from the above cost which amounted to a savings of $4,229.00 for the Centennial Commission.

Total dollar value of plant production for FY 1988 - $23,859.39.

iv. Inventory:

Inks - 114½	$ 2,339.36
Film Remover - 9 gallons	87.20
Scotchlite - 20 rolls	16,868.69
Miscellaneous:	1,594.10
Adhering solvent - 27 gallons	267.30
Aluminum - 5 sheets	288.20
Film - 34 rolls	806.55
TOTAL INVENTORY	$22,251.40

3. Garment Shop

a. Equipment:

During the past fiscal year, only normal usage problems with equipment were experienced. Downtime on equipment has been reduced due to improved methods of servicing.

b. Production:

i. Garment shop production during FY 1988 was as follows:

	1987	1988	Increase	Decrease
Blue Shirts	1,784	1,689		5.33%
White Shirts	46	456	891.30%	
Green Shirts	415	428	3.13%	
Pants	1,257	429	13.68%	
White Pants	100	128	28.00%	
Sheets	1,130	2,063	82.57%	
Pillow Cases	536	1,150	114.55%	
Towels	1,221	4,195	243.57%	
Rags/Wash Cloth	10,501	10,431		.67%
Pillows	346	384	10.98%	
Aprons	81	205	153.09%	
Curtains	220	319		52.88%
Shop Jackets	98	101	3.06%	
C-Block Clothing				
Pants	315	73		76.83%
Shirts	383	81		78.85%
Press Covers	10	28	180.00%	
Mattresses	90	92	2.22%	
Pajamas	37	58	56.76%	

ii. Total production during FY 1988 amount to 23,310 items; an increase of 22.51% from FY 1987.

iii. At present the penitentiary has sold the following:

Boys' School in Worland -	
Towels 25 dozen	$ 615.00
Sheets 25 dozen	1,800.00
Pillow cases 24 dozen	720.00
	$3,135.00
Farm -	
12 Hot Pads	$ 30.00
24 Aprons	60.00
	$ 90.00
DAFC Buildings & Grounds -	
64 Pants	$ 631.04
64 Shirts	426.24
	$1,057.28
TOTAL SALES	**$4,282.28**

c. Staffing:

The garment shop has seventeen (17) inmate employees with additional temporary inmate employees as needed and approved by the warden.

4. Print Shop

The shop is designed to provide not only a work area for inmates, but also an educational background in graphic arts. Certificates of completion are issued for 6 months to 5 years on the job training.

a. Equipment:

i. The print shop is in the process of updating and repairing existing shop equipment.

ii. New equipment:

During FY 1988 the following equipment was purchased:

(a) Plastic Spiral Binding Machine;

(b) As of July 1, bids will be let for a numbering machine and a press.

b. Staffing:

At present the shop employees twelve (12) inmates.

c. Production:

During FY 1988 the print shop made 1,025,057 impressions. As of June 30, 1988, the shop had made 1,697,222 impressions, an increase of 65.57% over the previous fiscal year.

d. Sales:

Total sales for FY 1988 = $6,693.09
Net from sales = $2,209.00

5. Laundry Operations

During the past fiscal year only normal usage problems with equipment have been experienced. Downtime has for the most part been limited to normal wear conditions.

a. Laundry Service Problems:

i. Total laundry discrepancies for lost/damaged clothing for the maximum, medium, and minimum units has shown a 25% decrease during FY 1988 from FY 1987, with only 13 items being replaced.

ii. Inmate Complaints:

FY 1987 complaints averaged .02 to .05% monthly. FY 1988 complaints have stayed about the same at .02 to .03% monthly.

b. Wash loads:

i. Wash loads average as follows:

FY 1988 Per Wash Day		FY 1987 Per Wash Day	
Maximum	1,359 lbs.	Maximum	1,275 lbs.
Medium	1,408 lbs.	Medium	1,302 lbs.
Minimum	558 lbs.	Minimum	738 lbs.
Reception	164 lbs.	Reception	185 lbs.

ii. There was an increase in the amount of wash per loads per unit from FY 1987 to 1988 in all areas except minimum and reception/assessment which shows a decrease.

Maximum unit showed a 6.59% increase.
Medium unit showed a 8.14% increase.
Minimum showed a 24.30% decrease.

Reception/Assessment unit showed a 11.35% decrease

c. Laundry Staffing

The laundry inmate staff normally employes from 15 to 20 inmates, depending on placement needs.

d. Clothing Re-issue

At the present time, clothing for reissue is sufficient to meet the demands of the institution.

3. See attached chart.

MONTHLY WASH WEIGHTS PER-UNIT

FISCAL REPORT 7/87 THRU 6/88

TOTALS BY UNIT:	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL WEIGHT
A&O UNIT	1,559	1,456	1,481	1,176	1,327	1,462	1,463	1,595	1,664	1,598	1,477	1,783	18,041
MAXIMUM UNIT	12,277	12,443	11,546	10,944	11,318	11,524	10,374	11,526	11,718	10,707	10,728	13,556	138,661
MEDIUM UNIT	12,774	11,662	12,740	12,703	9912	12,156	10,911	11,006	12,980	12,649	12,848	11,294	143,635
MINIMUM UNIT	5,885	4,600	4,968	4,811	3,910	4,972	4,684	4,164	5,114	4,981	3,960	4,901	56,950
INFIRMARY	428	512	816	842	856	1,136	691	907	863	780	886	1,161	9,878
FAM. VIS. CEN.	610	589	598	502	645	702	425	548	574	588	495	537	6,813
COUNTY JAIL BLKS.	281	274	323	357	193	416	271	197	422	157	391	380	3,662
TOTALS BY ITEM:													
PANTS	8,844	8,072	8,226	7,915	6,915	8,031	7,281	7,609	8,557	8,304	9,324	9,517	98,595
SHIRTS	2,497	2,052	2,259	2,172	1,850	1,875	1,709	1,777	1,824	1,953	2,308	2,313	24,589
KITCHEN WHITES	611	467	525	437	407	497	442	436	541	476	553	520	5,912
COVERALLS	562	576	548	466,	507	570	587	613	637	486	514	638	6,704
BAGS	14,389	13,489	13,789	13,291	12,158	13,655	12,671	12,800	14,246	13,181	14,908	13,946	162,523
SHEETS	4,762	4,740	4,904	4,631	4,376	5,107	4,174	4,531	4,709	4,453	4,895	5,492	56,855
BLANKETS	2,685	2,369	2,558	2,656	2,348	2,912	2,234	2,494	2,888	2,369	2,852	2,683	31,048
RUGS	451	512	482	523	305	462	446	555	603	576	577	703	6,195
RE-ISSUE	842	894	990	490	625	723	531	410	684	553	696	671	8,109
BOILER CLOTHES	473	671	684	528	640	665	573	714	525	492	525	359	6,849
RAGS	2,025	2,240	2,601	2,495	2,426	2,533	2,319	2,264	2,485	2,067	2,198	1,979	27,632
TOTAL WEIGHTS:	38,141	36,082	37,566	35,604	32,557	37,030	32,967	34,203	34,892	34,910	39,350	38,821	435,011
WASHER LOADS #1	131	117	126	124	111	132	125	69	120	130	121	145	1,451
WASHER LOADS #2	129	117	125	123	111	130	125	144	144	128	125	145	1,546
WASHER LOADS #3	134	127	130	127	120	136	72	106	142	121	127	141	1,483
WASHER LOADS #4	191	190	179	181	157	189	171	191	205	176	169	164	2,163

TOTAL WASHER LOADS 6,643

VI. INSTITUTIONAL INMATE STATISTICS

Often times the field of corrections is simplified to comparative sets of numbers and demographic data. Statistics, therefore, offer numbers of inmates, their crimes and the sentences awarded for their criminal behavior. Included in this reference data are the numbers and degree of disciplinary actions, the various grievances, and the disposition of the grievance procedures.

The statistics which are presented herein as a source of reference during FY 1988 are as follows:

A. A summary of grievance issues as filed in FY 1988 compared with the same time period, FY 1987, follows:

Type of Complaint	Number in FY 1988	FY 1987
Rules & Regulations	08	07
Property Disputes	20	15
Food Problems	08	06
Living Regulations	06	00
Medical/Dental Problems	35	33
Mail Problems	14	15
Use of Library	11	06
Television Availability	03	00
Incentive Pay	03	03
Visiting	05	06
Laundry	00	03
Work Assignment	03	06
Classification	16	06
Discrimination	02	00
Reproduction/Copy Work	02	05
Work Release	01	05
Religious Services	02	04
Security Searches	09	05
Contraband	00	05
*Detainers	00	03
*Segregation	10	14
*Protective Custody	02	04
*Parole Board	04	04
*Furlough	01	00
*Good Time	03	01
Miscellaneous Items	07	09
*Release of Information	01	00
*Honor Farm	02	00
*Disciplinary Actions	24	00
*Telephone Calls	01	00
*Employee Relations	15	00
*Family Visiting Center	01	00

* These areas of grievances are new and are actually non-grievable issues, although it is, and has been, penitentiary policy to render some resolve in each of these areas as well as all other bona fide issues.

B. INMATE DISCIPLINARY SUMMARY

The institutional administration is constantly working to improve upon the disciplinary process. The penitentiary utilizes a consistent and fair process, both in the administrative disciplinary committees and the resources provided through the office of the Carbon County prosecuting attorney. Serious offenses against person and property are discussed with the county attorney, and his advise regarding prosecution is used as a guide when such is considered.

The less serious offenses are presented to the institutional internal disciplinary committees representing the penitentiary administration in such disciplinary matters.

A summarization of the numbers and types of disciplinary matters attended during FY 1988 is as follows:

Incidents of Inmate Violence

Escapes - 10:

Place of Housing	Cases	Status	Disposition
Minimum Security	0	N/A	N/A
Medium Security	0	N/A	N/A
Maximum Security	0	N/A	N/A
Reception/Assessment	0	N/A	N/A
Community Centers	5	CAC	(3) Apprehended
Honor Farm	5	HF	(4) Apprehended

(There were three (3) escapees remaining "at large" during this period).

Administrative Disciplinary Hearings

Number of Offenses per Unit

	Reception/ Assessment	Minimum	Medium	Maximum
Class I: Serious offenses against persons or property	26	N/A	8	28
Class II: Offenses which pose a threat to security and order	78	N/A	117	122

Class III: Offenses which undermine discipline	21	N/A	23	42
Class IV: Miscellaneous offenses	26	N/A	31	20

C. GENERAL STATISTICS - NEW INMATES RECEIVED

In FY 1988, 302 new inmates (a ratio of 0.83 new inmates per day!) were received at the penitentiary. A statistical breakdown of these 302 new inmates follows:

1. Types of Crimes Committed By New Inmates

Aggravated Assault	12
Aggravated Assault & Battery	10
Aggravated Robbery	11
Aggravated Burglary	04
Aggravated Homicide by Vehicle	05
Attempted Burglary	00
Attempted Sexual Assault	00
Arson	03
Auto Theft	00
Child Abuse	04
Drug Related	38
Escape or aid in an escape	08
Forgery	31
Incest	06
Immoral, Indecent Acts w/Child	18
Kidnapping	01
Larceny	19
Manslaughter	05
Murder (1st Degree)	05
Murder (2d Degree)	04
Receive Stolen Property	03
Sexual Assault (1st Degree)	15
Sexual Assault (2d Degree)	07
Sexual Assault (3d Degree)	05
Simple Burglary	45
Simple Robbery	05
Parole Violations	07
Miscellaneous	31

2. The New Offender's Sentence Status

3 months to 1 year	01
18 months to 24 months	04
18 months to 36 months	12
18 months to 48 months	11
18 months to 60 months	01

20 months to 60 months ---------- 01
0 years to 2 years ---------- 02
1 year to 1 year & 4 months ---------- 02
1 year to 1 year & 6 months ---------- 01
1 year to 2 years & 6 months ----------06
1 year & 3 months to 1 year & 8 months -------01
1 year & 3 months to 1 year & 11 months ----- 01
1 year & 3 months to 3 years ---------- 01
1 year & 3 months to 5 years ---------- 01
1 year & 4 months to 3 years & 3 months ----- 01
1 year & 4 months to 4 years ---------- 01
1 year & 8 months to 2 years & 2 months ----- 02
1 year & 8 months to 3 years & 4 months ----- 01
1 year & 8 months to 4 years ---------- 01
1 year & 9 months to 8 years ---------- 01
1 year to 2 years ---------- 28
1 year to 3 years ---------- 23
1 year to 4 years ----------02
1 year to 5 years ---------- 02
1 year to 7 years ---------- 01
2 years to 2½ years ---------- 01
2 years to 3 years ---------- 19
2 years to 4 years ---------- 18
2 years to 5 years ---------- 26
2 years to 6 years ---------- 01
2 years to 10 years ---------- 01
2 years & 3 months to 4 years & 3 months ---- 01
2½ years to 3 years ---------- 02
2½ years to 4 years ---------- 01
2½ years to 5 years ---------- 07
2 years & 10 months to 7 years ---------- 01
3 years to 4 years ---------- 04
3 years to 4½ years ---------- 01
3 years to 5 years ---------- 30
3 years to 6 years ---------- 05
3 years to 7½ years ---------- 07
3 years to 8 years ---------- 01
3 years to 10 years ---------- 04
3½ years to 5 years ---------- 01
3½ years to 6 years ---------- 01
3½ years to 6½ years ---------- 01
4 years to 5 years ---------- 04
4 years to 6 years ---------- 05
4 years to 7½ years ---------- 04
4 years to 8 years ---------- 05
4 years to 10 years ---------- 02
4½ years to 5 years ---------- 01
4½ years to 6 years ---------- 01
4½ years to 9 years ---------- 01
5 years to 6 years ---------- 01
5 years to 8 years ---------- 02
5 years to 9 years ---------- 02

5 years to 10 years ---------- 03
5 years to Life ---------- 02
6 years to 8 years ---------- 03
6 years to 10 years ---------- 03
6 years to 12 years ---------- 01
6½ years to 10 years ---------- 01
6½ years to 11 years ---------- 01
7 years to 9 years ---------- 02
7 years to 10 years ---------- 03
7½ years to 12½ years ---------- 01
8 years to 10 years ---------- 02
8 years to 14 years ---------- 01
8 years to 15 years ---------- 02
8 years to 16 years ---------- 01
8 years to 25 years ---------- 01
9 years to 10 years ---------- 01
10 years to 11 years & 7 months ---------- 01
10 years to 15 years ---------- 01
10 years to 20 years---------- 01
10 years to Life ---------- 01
12 years to 25 years ---------- 01
15 years ---------- 01
15 years to 20 years ---------- 01
15 years to 25 years ---------- 01
18 years to 30 years ---------- 01
20 years to 25 years ---------- 04
20 years to 30 years ---------- 01
25 years to 35 years ---------- 01
Life ---------- 05

(Note) Some offenders received during this period had multiple convictions and additional sentences, some had detainers which are required to be served either within or outside the State of Wyoming.

D. INMATE POPULATION GROWTH

Over the past fifteen years an average of 22.5 new inmates have been received by the penitentiary every month, while 17.2 inmates have been discharged from the system each month. This would show a continuing increase in general population on an average of 5.3 inmates per month. A continuation of this growth pattern would show an increase of approximately 63 inmates per year.

Enclosed herewith, is the housed population, and population trend from 1981 through (FY 1988). The specific dates and population trends are as follows:

SINCE 1981 OPENING

Date	Housed Population	Capacity	% Capacity	% Change	Inmates Received	Inmates Discharged
Sep 81	434	526	82.5%	--	26	14
Oct 81	433	526	82.3%	- .2%	22	14
Nov 81	459	526	87.3%	5.8%	36	6
Dec 81	473	526	89.9%	9.0%	30	35
Jan 82	467	526	88.9%	7.6%	32	16
Feb 82	474	526	90.1%	9.2%	34	11
Mar 82	494	526	93.9%	13.8%	31	22
Apr 82	501	526	95.2%	15.4%	43	33
May 82	509	526	96.8%	17.3%	29	13
Jun 82	520	526	98.9%	19.8%	33	23
Jul 82	527	536	98.3%	21.4%	27	23
Aug 82	528	536	98.5%	21.6%	32	30
Sep 82	530	536	98.9%	22.1%	24	12
Oct 82	547	536	102.1%	26.0%	18	25
Nov 82	541	536	100.9%	24.6%	38	12
Dec 82	563	536	105.0%	29.7%	32	14
Jan 83	555	536	103.5%	27.9%	39	29
Feb 83	562	560	100.3%	29.5%	21	19
Mar 83	564	560	100.7%	29.9%	34	33
Apr 83	559	574	97.4%	28.8%	32	34
May 83	567	574	98.8%	30.6%	21	20
Jun 83	579	574	100.9%	33.4%	26	19
Jul 83	579	574	100.9%	33.4%	21	37
Aug 83	575	574	100.2%	32.5%	28	23
Sep 83	567	574	98.8%	30.6%	25	15
Oct 83	563	574	98.1%	29.7%	21	29
Nov 83	562	574	97.9%	29.5%	26	16
Dec 83	572	574	99.7%	31.8%	33	18
Jan 84	570	574	99.3%	31.3%	45	14
Feb 84	594	574	103.5%	36.9%	18	19
Mar 84	578	574	100.7%	33.2%	20	13
Apr 84	576	574	100.3%	32.7%	25	19
May 84	572	574	99.7%	31.8%	40	21
Jun 84	588	574	102.4%	35.5%	33	57
Jul 84	563	574	98.1%	29.7%	29	10
Aug 84	572	574	99.7%	31.8%	31	25
Sep 84	577	574	100.5%	32.9%	24	12
Oct 84	583	574	101.6%	34.3%	27	34
Nov 84	571	574	99.5%	31.6%	25	14
Dec 84	570	574	99.3%	31.3%	23	12
Jan 85	581	574	101.9%	33.9%	34	24
Feb 85	589	574	102.6%	35.7%	35	11
Mar 85	600	594	101.0%	38.2%	24	17
Apr 85	609	594	102.5%	40.3%	34	10
May 85	613	594	103.2%	41.2%	22	28
Jun 85	611	594	102.9%	40.8%	31	14
Jul 85	617	594	103.9%	42.2%	33	13

Aug 85	636	594	107.1%	46.5%	17	47
Sep 85	580	594	97.6%	33.6%	24	11
Oct 85	598	594	100.7%	35.5%	27	23
Nov 85	601	594	101.2%	38.5%	31	3
Dec 85	618	594	107.7%	42.4%	38	27
Jan 86	612	594	103.0%	41.0%	39	14
Feb 86	617	594	103.9%	42.2%	27	20
Mar 86	627	594	105.6%	44.5%	29	35
Apr 86	621	594	104.5%	43.1%	40	18
Jun 86	648	594	109.1%	49.3%	46	13
Jul 86	677	710	95.4%	56.0%	28	16
Aug 86	687	710	96.8%	58.3%	32	9
Sep 86	684	710	96.3%	57.6%	30	14
Oct 86	685	710	95.5%	57.8%	24	17
Nov 86	699	710	98.5%	61.1%	26	18
Dec 86	689	710	97.0%	58.8%	24	42
Jan 87	670	710	94.4%	54.4%	24	7
Feb 87	676	710	95.2%	55.8%	28	12
Mar 87	685	710	96.5%	57.8%	25	9
Apr 87	689	710	97.0%	58.8%	22	13
May 87	674	710	94.9%	55.3%	33	8
Jun 87	688	710	96.9%	58.5%	34	15
Jul 87	699	710	98.5%	61.1%	23	16
Aug 87	712	710	100.2%	60.9%	20	16
Sep 87	693	710	97.6%	62.0%	22	40
Oct 87	705	710	99.3%	61.5%	27	24
Nov 87	692	710	97.4%	62.7%	17	27
Dec 87	694	710	97.7%	62.7%	34	31
Jan 88	696	710	98.0%	62.6%	28	12
Feb 88	709	710	99.8%	61.5%	25	17
Mar 88	719	710	101.2%	60.3%	29	13
Apr 88	720	710	101.4%	60.3%	24	37
May 88	713	710	100.4%	60.8%	16	32
Jun 88	703	710	99.0%	61.7%	26	20
AVERAGE:	586				29	20

NOTE: The penitentiary housing capacity is 704* beds. This includes the modular units placed in the minimum and medium security units and the recently errected twenty (20) man work release unit that allows offenders to work within the local community.

*(excludes six (6) infirmary cells)

E. INMATE INCENTIVE PAY

Inmate incentive pay for 1988 decreased 1.61% from comparable 1987 figures, as can be seen in the following table. Average monthly incentive payroll for 1988 was $17,432.70, a decrease of $285.14, or 1.61% from the 1987 payroll.

Over the past year, the average per inmate monthly incentive pay was $24.74, compared to $25.85 per inmate per month in 1987. This $1.11 decrease represents a 1.16% rate of decrease over the past 12 months.

The average number of inmates working in 1988 decreased from 524 in 1987 to 517 in 1988 (a 1.39% decrease in paid workers).

(See following chart)

INMATE INCENTIVE PAY SUMMARY

FY 1988

Month	1987	Housed Population	Incentive Pay/Inmate	1988	Housed Population	Incentive Pay/Inmate	Difference	Percent Change
July	$ 18,863.56	687	$ 27.46	$ 18,631.36	713	$ 26.13	[232.20]	[1.23 %]
August	15,202.87	684	22.23	18,210.20	701	25.98	3,007.33)	19.78 %
September	17,337.64	685	25.31	16,805.58	706	23.80	[532.06]	[3.07 %]
October	17,505.15	699	25.04	19,742.97	693	28.49	2,237.82	12.78 %
November	18,733.81	689	27.19	18,358.36	695	26.41	[375.45]	[2.00 %]
December	18,206.63	670	27.17	16,937.74	692	24.48	[1,268.89]	[6.97 %]
January	17,989.91	676	26.61	16,494.80	712	23.17	[1,495.11]	[8.31 %]
February	18,539.94	685	27.07	16,539.84	717	23.07	[2,000.10]	[10.79 %]
March	19,437.48	689	28.21	16,599.41	718	23.12	[2,838.07]	[14.60 %]
April	14,647.72	674	21.73	16,469.18	712	23.13	1,821.46	12.44 %
May	18,269.12	688	26.55	16,189.02	704	23.00	[2,080.10]	[11.39 %]
June	17,880.22	699	25.58	18,213.93	699	26.06	333.71	1.87 %
TOTAL	$212,614.05			$209,192.39			[$3,421.66]	[.96 %] (Average)
MONTHLY AVERAGE	$ 17,717.84	685	$ 25.85	$ 17,432.70	705	$ 24.74	[$ 285.14]	[1.61 %]

VII. REHABILITATION SERVICES

A. During FY 1988, considerable emphasis was placed upon the needs and utilization of the various rehabilitative services throughout the four (4) major units of the penitentiary. All of the vocational and academic educational programs continue in operation, fully-equipped and tooled, with sufficient power for the various equipment. Recreational yards were fully utilized for softball activities and football activities during each respective season. The gym received considerable use in in-house activities in addition to being host to various community competitions during the winter months. The institutional's infirmary has been totally operative, using all of the equipment and service personnel efficiently to satisfy the various needs of the offenders in all units.

The rehabilitative programs at the penitentiary continue to serve as follows:

1. Provide professional health care for those incarcerated;

2. Return inmates to their respective communities with a salable vocational skill and/or improved academic status;

3. Reduce inmate violence; and,

4. Develop and maintain a positive physical and attitudinal prison environment.

Major rehabilitative services continued during the 1988 fiscal year as provided through the following programs:

1. Reception and Assessment services;

2. Medical services;

3. Classification and Counseling Services:

   a. Chemical Abuse Program;

   b. A. A. programs;

   c. Life-Adjustment;

   d. Individual therapy;

   e. Group therapy;

   f. Family counseling.

4. Chaplaincy services;

5. Psychological services;

6. Recreational services;

7. Community help programs:

   a. Work Release;

   b. Family excursions (Supervised/Unsupervised);

   c. Bowling team;

   d. Softball team.

8. Contracted Services:

   a. Physician;

   b. Dentist;

   c. Optometrist;

   d. Religious leader (Chaplain);

   e. A dentist and psychiatrist are also provided by the Wyoming State Hospital.

9. Volunteer Services:

   a. Religious leaders;

   b. Educators;

   c. Lay counselors.

A summary of each area follows.

B. RECEPTION AND ASSESSMENT CENTER

The Reception and Assessment Center is a special and unique facility of the Wyoming State Penitentiary. The basic function of this facility is to receive and process those offenders received from the courts and jails.

During the limited stay in the Reception and Assessment Center, a number of vital processes occur in order to begin the evaluation and restoration process for the offenders.

1. The offender is received with the court documents and his personal effects. The personal property is

inventoried with the offender, and he signs for its disposition.

2. The offender must undergo a sanitizing process which includes a physical inspection, hot shower, and hair cut.

3. New inmates receive clean clothing and bedding materials in addition to necessary personal items, (i.e. toothbrush, toothpaste, razor and blades, soap, toilet tissue, underwear, socks, blankets, shoes if needed, and jackets as necessary for inclement weather conditions).

4. The inmate is then sent to the infirmary for a complete physical and dental examination.

5. New inmates are assigned temporary living quarters within the Reception and Assessment Center. (Their meals are delivered to them three (3) times a day to their assigned cell).

6. The offenders are required to provide fingerprints and their photograph, and other identifying information which is forwarded to the FBI and Wyoming Department of Criminal Investigation.

7. They are required to undergo a series, or battery, of psychological tests, (i.e. Otis Gamma BM, Bender Gestalt Visual Motor Test, Rotter Incomplete Sentences Blank, MMPI and tests of Adult Basic Education).

8. The offenders undergo a personal psychological interview.

9. Each individual is interviewed by the counselor/programmer in an effort to prepare an institutional performance plan.

10. As a group, the new inmates attend an orientation process whereby they learn of methods and practices of the institution process. They also become familiar with the basic rules and regulations, correctional treatment program, and staff officials who will assist them during their incarceration.

11. The inmate is lastly presented to the classification board for initial housing and work assignments and placement into a new facility to begin their program of further progress.

12. The subject is transported to his designated facility.

C. RECEPTION CENTER

General Statistics - New Inmates Received In The Reception Assessment Unit FY 1988

1. PRIOR FELONIES

No prior felonies	93
One prior felony	111
Two prior felonies	28
Three prior felonies	15
Over three felonies	55

2. MARITAL STATUS

Single	151
Married	64
Separated	06
Divorced	77
Widowed	02
Common Law	02
Unknown	00

3. AGES

Under 20	36
20 to 25	78
26 to 30	55
31 to 35	66
36 to 40	86
41 to 45	15
46 to 50	11
51 to 55	03
56 to 71	02

4. DEGREE OF EDUCATION

1st through 6th Grades	03
7th through 9th Grades	19
10th through 12th Grades	230
College Level	50

5. RACE

Caucasian	230
Black	12
Indian	16
Hispanic	42
Other	2

6. COUNTIES FROM WHICH PRISONERS RECEIVED

Albany	10
Big Horn	02
Campbell	41
Carbon	15
Converse	04
Crook	03
Fremont	22
Goshen	07
Hot Springs	02
Johnson	06
Laramie	50
Lincoln	07
Niobrara	00
Natrona	49
Park	08
Platte	00
Sheridan	11
Sweetwater	26
Sublette	02
Teton	08
Uinta	23
Washakie	01
Weston	01
Federal Transfer & Interstate Compact (Some offenders have sentences from multiple counties)	04

7. NATIVE STATE

Alaska	0
Alabama	0
Arkansas	2
Arizona	2
California	29
Colorado	17
Connecticutt	1
District of Columbia	0
Florida	2
Georgia	1
Hawaii	1
Idaho	1
Illinois	7
Indiana	3
Iowa	3
Kansas	5
Kentucky	2

Louisiana	0
Maine	1
Maryland	1
Massachusetts	0
Nevada	1
New Hampshire	1
Michigan	3
Minnesota	2
Mississippi	4
Missouri	5
Montana	18
Nebraska	12
New Jersey	0
New Mexico	5
New York	1
North Carolina	0
North Dakota	1
Ohio	7
Oklahoma	6
Oregon	3
Pennsylvania	3
Rhode Island	0
South Carolina	0
South Dakota	12
Tennessee	3
Texas	9
Utah	16
Vermont	1
Virginia	1
Washington	7
West Virginia	0
Wisconsin	3
Wyoming	90
Foreign	9
Unknown	1

8. CRIMINAL BEHAVIOR

Property Type Crimes	103
General Assaultive & Violent Crimes	73
Sexually Assaultive Crimes	55
Drug Related Crimes	38
Other	33
TOTAL	302

D. MEDICAL SERVICES

The overall statistical review of medical activities in FY 1988 showed increases in all areas except dental. This, it is believed is due to increased use of hospital short-stay surgery units, and increased on-site physician visits.

The penitentiary in FY 1988 also initiated weekly visits by an orthopaeidic surgeon and a urologist, in addition to the contracted physician's four visits per week.

The use of the Montana-Wyoming Foundation as a Pre-Admission Review program has not changed admission routines as none of the requested admissions have been altered. The use of Montana-Wyoming has brought numerous complaints from medical and dental professionals due to dramatically slow payment of charges.

A new TDX serum and urine analyzer was purchased in 1987, and decreased significantly the need for the penitentiary to use outside laboratory services; additionally the TDX qualified the prison for licensure as a clinical laboratory facility by the Health Department.

In September. 1986, the prison entered a contract to provide pharmacy services with BiRite Pharmacy of Rawlins. This program has proved a valuable asset to the health services and has greatly assisted the penitentiary in maintaining proper, licensed distribution of prescription drugs.

The following is a statistical overview of health services activities:

Statistics for FY 1988

1. Trips to Carbon County Hospital

Routine	234
Admissions	66
Emergency Room	123
Other Rawlins Clinics and Offices	416

Trips to out-of-town doctor's office	62
Admissions/out-of-town hospitals	09
Other trips: Special trips not paid for by state	07

2. Admissions to Hospitals

Activity	Number of Inmates Admitted
Carbon County Hospital	66
Other Hospitals	09

3. Other Medical Information

Activity	Number of Inmates Examined (Occurrences)
Average Daily Number of Inmates on prescribed medication	143
Sickcall conducted by— Prison Medical Staff	7,596
Evening, weekend and holiday sickcall	1,564
Medical staff summoned to prison on weekends and evenings	365

4. Staff Training

Activity	Average Program Hours	Number Attending
Special Training (Aids)	16	2
CPR Instructor Course	16	1

5. Types of Medical Treatment

Types of Illness	Number Treated

Cardiac	32
Diabetes	12
Epileptic	16
Chronic Illnessess	7
Substance Abuse (overdose)	2

6. Professional Services Scheduled in the Prison

Institutional Activity	Numbers of Inmates Examined	Number of Visits to the Prison
Contracted Dentist	873	70
Wyoming State Hospital Dentist	125	9
Contracted Physician	4,212	143

7. Professional Services Scheduled in the Rawlins Community

Activity	Number of Inmates Examined
Contracted Dentist	312
Contracted Physician	35
Optometric Clinic (additional 246 at the penitentiary)	247
Other Physicians	416

8. Professional Services Scheduled in Other Communities:

Activity	Number of Inmates Examined
Other Physicians/ Specialist	62

E. CLASSIFICATION AND COUNSELING SUMMARY

The following is a summary of classification and counseling actions during FY 1988.

1. Types of Classification Action	Number of Cases	Approved Cases
Work/School Assignments	1754	---
Initial Classifications		
To Medium Security	195	---
To Maximum Security	70	---
Other	9	---
Returnees	77	---
Minimum Security Considerations	351	157
Medium Security Considerations (Maximum to Medium)	128	86
Inside/Outside (Trusty Status)	0	0
Restricted Maximum Security	41	---
General Status Reviews	888	---
Honor Farm Considerations	279	117
Work Release Considerations (BCR Approval)	112	74
Regressive Classifications	183	---
Interstate Transfers	41	25
Wyoming State Hospital Referrals	24	22
Acceptance of Interstate Transferees to Wyoming	3	3
Protective Custody Classifications	19	---
Protective Custody Reviews	248	---
Segregation Reviews	376	---

Vocational Rehabilitation Referrals	0	---
Community Placement Programs	115	79

2. Counseling Services:

Types of Action	Number of Cases
Individual Counseling Services	2,004
Inmate Contacts	10,188
Initial Classification Referrals	351
Psychological and Psychiatric Referrals	122
Emergency Telephone Calls	1259
Preparation Processes for Special Visitation Applications	587
Preparation Processes for Family Visiting Center Applications	710
Representative of Disciplinary Committees	176
Personnel Review	7
Preparation of Judicial Requests for Progress Reports	122
Transfers	125
Preparation of Family Excursion Requests	77
Preparation of Information for Inmate Transfers:	
Wyoming State Hospital	27
Interstate Transfer	13

Note: Consideration must be given for these figures in that inmates openly enter-exit the various groups that are recognized as ongoing. Thus, figures are calculated in that sense. As well, there have been several video tapings, t.v. interviews, and radio interviews for the activity-orientated groups this past year.

F. CHAPLAINCY SERVICES

There was a change in chaplaincy services during FY 1988. The change was a rather smooth transition with very little interruption to the religious programs in the Wyoming State Penitentiary.

The new chaplain continued the former programs, in addition to implementing a new Friday morning worship service for the newly arrived offenders in the Reception/-Assessment center. There has been a new video ministry for the general population offenders, in addition to a TV Bible study program all of which is initiated through this chaplaincy service.

There is now a twelve week Bible study program for those offenders residing in protective custody, and general religious materials and counseling on a personal basis are made available to those offenders in the segregated areas of the institution.

A number of offenders and their potential brides were counseled on the serious ramifications of marriage, and several marriages were performed following the regular religious counseling sessions.

One of the outstanding programs "Adopt-A-Block" was continued and proved to be quite successful during the Christmas and Easter seasons.

Volunteer services continue to be a significant part of the institution's religious program.

G. PSYCHOLOGICAL SERVICES

The following is a summary of psychological services provided in FY 1988.

General assessment services	375 cases
Institutional evaluation and referral to psychiatrists	112 cases
Institutional evaluation and referral to Wyoming State Hospital	25 cases
Accepted counselor referrals	29 cases
Special testing as requested	54 cases
Special consultation with staff members	252 cases

Classification consultations as requested	134 cases
Disciplinary board consultations	36 cases
Facilities visitations as requested	43 cases
Collecting and processing research data Occasions-	205
Special psychotherapy and general evaluations as referred by the warden, staff physician and senior staff officials	191 cases

H. RECREATION SERVICES

The recreation personnel are responsible for managing all recreational program activities in the maximum, medium, and minimum security units. Such activities include, intramural leagues within the penitentiary, unit tournaments, interinstitutional tournaments, tournaments involving Wyoming State Penitentiary inmates and outside community teams.

As a means to provide physical fitness, improve morale, improve social skills and generally eliminate boredom, the recreation department is designed to provide opportunities to as many inmates as possible who desire to become involved with recreational activities provided at the institution. Last year recreational activities grew in number and in quality. Inmate recreational interests were reflected in such physical activities as softball, basketball, weight lifting, handball, racquetball, volleyball, boxing, playing pool, Ping-Pong, horseshoes, and board games. The community excursion program, which permits approved minimum security inmates to participate in community softball and basketball leagues.

The penitentiary is designed to provide recreational activities in the following units:

1. Reception and Assessment Unit

   - Day rooms
   - Library
   - Outdoor enclosed recreation yard
   - Television

2. Minimum Security Unit

   - Multipurpose, gymnasium and visiting room
   - Softball field
   - Library

- Day rooms
- Television
- Ping-Pong/pool table room
- Visiting modular
- Horseshoe pits
- Weight room
- Outdoor recreational room

3. Medium Security Unit

- Gymnasium
- Weight room
- Ping-Pong/pool table room
- Hobby rooms
- Visiting center
- Library
- Day rooms
- Television
- Horseshoe pits
- Outdoor recreational yard
- Softball field
- Music room

4. Maximum Security Unit

- Gymnasium
- Weight room
- Ping-Pong/pool table room
- Hobby rooms
- Music room
- Visiting center
- Library
- Day rooms
- Television
- Horseshoe pits
- Outdoor recreational yard
- Softball field

The following improvements and work have been completed in the recreational areas over the past year.

1. New dumbells, 40 pound through 75 pound (olympic and standard collars) were added to each unit.

2. Pool tables, including rails and slate were recovered and redone in Minimum, Medium, Modular and Maximum Units including D-Block.

3. The All American Futurs II electrical scoreboard taken from the oldsite was repaired with new lights, buzzer and control panel and put up in the Medium gymnasium.

4. New section of gym floors was laid in Medium gym (east end) and all gym floor lines in the Medium gym were repainted.

5. New weight equipment was added and equipment was repaired in C and D Blocks in the Maximum Unit.

6. Wood benches and weight machines were replaced by metal ones in the Medium Unit.

7. Weight machines were repaired and or redone in all Units (Minimum, Medium, and Maximum).

8. Topsoil was added to the Maximum softball field.

9. New backboard was added to replace the old one in the Maximum Unit.

10. Restrooms and other gym areas were painted in both Medium and Maximum Units.

11. New heavy bags were added in both the Medium and Maximum Unit gyms.

The following reflects types and frequency of organized activities:

ACTIVITY	MAXIMUM	MEDIUM	MINIMUM
Softball	70	80	40
Basketball	55	60	40
Volleyball	30	30	30
Football	25	25	20
Handball	60	40	20
Boxing	10	5	0
Weight lifting	85	95	75
Pool (Billards)	100	100	100
Board Games	30	30	30
Horseshoes	40	40	30
Music Club	20	20	20
Track/Field	20	20	20
Racquetball	50	40	25
Ping-Pong	20	30	30

The following tournaments were held this past year involving teams from the outside community coming into the penitentiary or involving inmates from the penitentiary participating outside in the community.

a. One power weight lifting meet held in Maximum Unit. Penitentiary weight lifters participated in Ohio Conference of Teamsters National Prison Postal Weight Lifting Meet, July 1987.

b. One softball tournament involving thriteen civilian teams and three penitentiary teams, September 1987.

c. Two Medium inmates traveled to Casper, Wyoming, for North Central U.S. Open Power Lifting Ch-mptionships weight lifting meet, November 1987.

d. One basketball tournament involving nine civilian teams and four penitentiary teams, February 1988.

e. Minimum Unit basketball team (ten minimum unit inmates) traveled to Rawlins, Wyoming, for Rawlins City League Basketball Tournament, February 1988.

f. Minimum Unit basketball team (eleven minimum unit inmates) traveled to Medicine Bow, Wyoming, for Medicine Bow Lions Club Basketball Tournament, March 1988.

g. One 30 years old and over basketball tournament involving five civilian teams and three penitentiary teams, March 1988.

h. Minimum Unit Volleyball Team (six minimum unit inmates) traveled to Rawlins, Wyoming, for Rawlins City League Volleyball Tournament, April 1988.

i. One softball tournament involving six civilian teams and five penitentiary teams, May 1988.

j. Minimum Unit softball team (12 minimum unit inmates) traveled to Wamsutter, Wyoming for Wamsutter Invitational Softball Tournament, June 1988.

k. Minimum Unit softball team (12 minimum unit inmates) traveled to Rawlins, Wyoming for Rawlins Coors Cup Softball Tournament, June 1988.

I. SPECIAL INTEREST PROGRAMS

Work Release Program (Rawlins Center)

1. The Work Release Program was initiated in the year 1972, and is structured to allow offenders to leave the confines of the penitentiary for the purpose of

work or school. This program is directed by penitentiary policy as well as State Statutes. Work Release is a privilege, which is available to a small percentage of the total population. It does provide for economic re-sources and a gradual re-entry to freedom for those who are placed on the program. The work release program has provided inmates with places of employment upon their release from the penitentiary, thus helping provide those inmates with an acceptable parole plan.

Inmates serving a sentence for a non-violent crime may become eligible for work release participation when they reach a sentence status of six (6) months prior to a possible release date. Inmates serving a sentence for a violent crime are eligible when they are within two (2) months of their possible release date.

2. During fiscal year 1988, there were 46 inmates brought before the Board of Charities and Reform for work release review, 35 of whom were approved. Of these 35, 5 inmates were removed from work release status for disciplinary reasons.

3. The number of work release participants showed it would appear that the economic recession in Carbon County has leveled off, and most economic indicators predict a very slow increase in economic activity in the next few years.

Outlaw Mercantile (Old Penitentiary)

Outlaw Mercantile was started in May 1986, as an outlet for the inmates' hobby products, these include: covered wagon lamps, leather elts, purses, billfolds, coin purses, key fobs, paintings, earrings, as well as many other items.

Currently the store is open six days per week but as the cold weather sets in shorter hours will be instituted.

The store generated $49, in funds for the inmates participating in the store operation.

Profit computations are shown below:

Gross Sales 07-01-87 - 06-30-88	=	$54,801.08
Overhead (10% of gross sales)	=	$ 5,480.11
Net Profit	=	$49,320.97

Inmate Fire Fighting Crew Activities

The penitentiary assisted in combating six (6) forest fires within the State from June to August 1988. The inmate personnel involved in the fighting of the firest fires were provided physical endurance tests and training from the penitentiary staff and forest service before they were allowed to participate in this activity.

Penitentiary security officers accompanied the fire fighters on each assignment. Below is a list of the dates, number of inmates and location of the fires with which the inmate fire crew assisted:

Date	Inmates Assisting	Location
06-21-88	12	Newcastle
06-27-88	12	Wheatland
07-07-88	13	Edgerton
07-12-88	12	Campbell/Big Horn Counties
07-27-88	20	Johnson County
08-01-88	25	Campbell/ Crook Counties

J. MENTAL HEALTH PROGRAMMING

The main objective of all the mental health programs is for the staff and, most importantly, the inmate to identify emotional, psychological, social and physical problems. To genuinely become involved in a theraputic setting to explore avenues to assert himself for change to resolve the disorder or to learn socially acceptable behaviors are the goals of this programming.

The mental health programs are arranged into two types:

1. Group therapy,

2. Activity groups.

The first type of groups are called therapy groups. These groups vary from unit, but are all centered around the individual acknowledgment of a specific problem and ability to share it with the group. These groups deal with everything from life-style assessment to drug problems. The optimum goal in all of these groups is for the individual to identify his problems and to work toward self-improvement by dealing with and hopefully resolving that problem. Group type therapies that are presently being offered at the Wyoming State Penitentiary are:

1. Basic Drug/Alcohol Group,
2. Taking Charge,
3. Parents Anonymous Group,
4. Alcoholics Anonymous Group,
5. Life-style Assessment Group,
6. Reality Therapy Group,
7. Veterans Out Reach,
8. How to Win,
9. Change Can be Positive,
10. Goal Planning Group,
11. Narcotics Anonymous,
12. Behavioral Ethics (Child Molesters) Level I,
13. Intensive Exploration (Rape/Murder) Level I,
14. Behavioral Ethics, Level II,
15. Intensive Exploration, Level II,
16. Child Molesters Anonymous (C.M.A.),
17. Sexaholics Anonymous,
18. Protective Custody Sex Offenders Group.

Goals for FY 1988 are to continue to present mental health programs and to sustain what is presently being offered to the inmate population. This will manifest a more intense therapy for inmates who are amenable and ready for a step up in their therapy goals.

The following is a breakdown of the various mental health programs, indicating the number of groups and inmate involvement for FY 1988:

Group Therapies	No. of Groups For the Year	No. of Inmates Involved
Basic Drug/Alcohol	20	523
Alcohol Anonymous	3 (ongoing)	428

Parents Anonymous	2 (ongoing)	271
Life-style Assessment	(ongoing)	201
Reality Therapy	3 (ongoing)	165
Veterans Outreach	(ongoing)	36
How to Win	(ongoing)	139
Change Can be Positive	(ongoing)	399
Goal Setting Group	(ongoing)	175
Narcotics Anonymous Group	(ongoing)	120
Behavioral Ethics Level I (Child Molesters)	(ongoing)	218
Intensive Exploration Level I (Rape/Murder)	(ongoing)	149
Behavioral Ethics Level II	(ongoing)	105
Intensive Exploration Level II	(ongoing)	34
Child Molesters Anonymous	(ongoing)	22
Sexaholics Anonymous	(ongoing)	13
Protective Custody Sex Offender Group	(ongoing)	5

ACTIVITY-ORIENTATED GROUPS:

	No. of Inmates Involved	No. of Groups In	No. of Trips Out	Total No. of Civilians Seen
InReach/OutReach Program	12	21	08	4,460
"Tell It Like It Is" Program	113	29	07	1,470
Crime Prevention Seminars	3	00	01	250

Note:

Consideration must be given for these figures in that inmates openly enter/exit the various groups that are

recognized as ongoing. Thus, figures are calculated in that sense. As well, there have been several video tapings, TV interviews, and radio interviews for the activity-orientated groups this past year.

This past year the counseling department has reached its goals. Some therapy groups mentioned in this section of the report have already been dropped or will be shortly. All therapy groups experienced an increase in inmate involvement and it appears this trend will continue to increase. An ultimate goal will be to develop a complete mental health department for intense therapy. At present, counselors are greatly consumed in their overall job responsibilities of therapy and caseload management.

K. Community Correctional Alternative Program

During FY 1988 the community correctional alternatives program assisted the Wyoming State Penitentiary in the following manner.

There were a total of thirty-six (22) offenders processed through Community Alternatives of Greybull. There were thirteen (13) returned to the penitentiary for disciplinary action. There were fourteen (14) offenders granted parole, and two (2) discharging their sentences. There were two (2) escapes from custody during this period. The remainder were still housed at the center at the end of the fiscal year.

There were a total of twenty-three (23) offenders processed through Community Alternatives of Cheyenne. There were sixteen (16) returned to the penitentiary. There were six (6) from the center granted parole, and four (4) offenders discharged from their sentences, with the remainder still be housed at the center at the end of the fiscal year.

There were a total of twenty-five (25) offenders processed through Community Alternatives of Casper. There were three (3) offenders returned to the penitentiary. There were fifteen (15) offenders granted parole and four (4) offenders discharged from their sentences. The others remained at the center at the close of the fiscal year.

VIII. EDUCATION

The Education Department consists of nine (9) vocational programs, Adult Basic Education/General Educational Development

(ABE/GED), libraries, law libraries and numerous seminars. The vocational training programs include Machinist, Electronics, Upholstery, Carpentry, Drafting, Welding, Automotive Mechanics, Automotive Body and Radio/TV Broadcasting.

The goals of the Education Department are to provide the opportunity and atmosphere wherein an inmate is able to learn to think effectively, work for a living and develop feelings of self-worth. This past year the total number of students enrolled in all education programs was 457. This figure included Adult Basic Education, vocational training and seminars. Forty-eight percent of the students enrolled in Adult Basic Education received their General Education Development diploma. Thirty-seven percent of those enrolled in vocational training programs received certificates.

Of those failing to complete the Adult Basic Education/General Educational Development program, four percent dropped out and sixteen percent were administratively moved before completing the program. Similarly, of those failing to complete vocational training programs, fifteen percent dropped out and twenty percent were administratively removed. Both of these categories showed decreases from last year. The decrease in total enrollment is a result of the Graphics, Photography, Silkscreening and Masonry programs being transfered to the Industries area.

Programs that experienced decreases in enrollment were Electronics, Welding and Carpentry. The enrollment decrease in Electronics and Welding reflected the programs being endorsed by Central Wyoming College. Presently, graduates of the programs receive a diploma from the college. By following the College's program syllabus, fewer students were admitted to the programs on the open entry/exit basis. The decrease in enrollment in the carpentry program reflects a more indepth course with students remaining a longer period of time for more intensive training.

A. VOCATIONAL EDUCATION ANALYSIS

1. Yearly Summary of Enrollment Activity

Fiscal Year	Enroll-ment	Certified	Dropped Out	Admin. Moved
1984	392	132 (34%)	99 (25%)	121 (31%)
1985	390	115 (29%)	94 (24%)	114 (29%)
1986	465	121 (26%)	96 (21%)	103 (22%)
1987	507	129 (25%)	98 (19%)	111 (22%)

1988	330	123 (37%)	49 (15%)	68 (20%)

2. Fiscal Year Enrollments

School	FY84	FY85	FY86	FY87	FY88
Machinist	17	17	18	17	21
Electronics	75	106	114	131	58
Upholstery	8	3	3	6	9
Carpentry	40	61	52	66	38
Drafting	47	36	38	36	62
Welding	60	35	33	36	32
Radio/TV Broadcasting	6	8	14	15	25
Automotive	27	30	36	39	64

B. ADULT BASIC EDUCATION

The Adult Basic Education Program is designed to provide the student who has dropped out of high school an opportunity to earn a high school equivalency diploma or certificate. Computerized descriptive programming is applied to the teaching process. With this tool, specific areas of need can be identified and the various grade levels of functioning revealed. With the results of the prescription, the instructor was able to augment the learning process with drill and practice computer software. Generally, the introduction of computers into the Adult Basic Education has contributed significantly to student motivation and attendance.

Fiscal Year	Enrollment	Certified	Dropped Out	Administratively Moved
1984	163	85 (52%)	30 (19%)	38 (25%)
1985	127	60 (47%)	18 (14%)	33 (26%)
1986	167	99 (58%)	22 (13%)	40 (24%)
1987	192	117 (61%)	34 (18%)	50 (26%)
1988	127	62 (48%)	4 (3%)	21 (16%)

C. LIBRARIES

This year each unit library received eight local newspapers from throughout Wyoming in addition to the Rocky

Mountain News from Denver. At a cost of approximately $1000, three subscriptions of each of the following daily papers were received: Casper Star Tribune; Cheyenne Tribune; Cody Enterprise; Laramie Boomerang; Riverton Ranger; Sheridan Press; Uinta County Herald; Wyoming Eagle and the Rocky Mountain News; Gillette News Record; Buffalo Bulletin; Glenrock Independent, Kemmerer Enterprize.

Four subscriptions each to Ebony, Life, People, Sports Illustrated, True West, and Field and Stream were received and distributed to each unit and the reception area.

D. LAW LIBRARY

Over the fiscal year, a total of 2,012 books were checked out to inmates. The Wyoming Statutes and Supplements were logged out in the library an average of four times a day by a total of 1,876 people.

E. KWSP CHANNEL 3

The system airs taped programming 12 hours each day and is used to "televise" college credit telecourses, seminars (locally prepared), educational programming and specials, penitentiary video-taped messages to the inmate population, and even the penitentiary's sporting events. On weekends first-run movies are shown. The uses, present and planned, of such a CCTV system are significant in that the entire prison population can be quickly and efficiently addressed.

F. FISCAL YEAR 1987 - PROGRAM FUNDING

Shop	1988 Expenditures
Automotive	$ 6,256.00
Welding	8,554.00
Electronics	3,822.00
Machining	1,571.00
Drafting	142.00
Upholstery	630.00
Carpentry	1,485.00

G. FEDERAL PROGRAMS

During FY1988, three grants totaling $17,526.00 were awarded the penitentiary.

1. A $8,708.00 vocational grant was obtained for equipment used in the welding, automotive and carpentry programs.

2. A $2,018.00 grant was obtained for purchases in the library. Books, and periodicals and newspapers were purchased through this grant and distributed to all units.

3. A $6,800.00 grant was obtained for an assistant instructor in the Adult Basic Education/General Education Development program.

H. COLLEGE PROGRAM

The college program at the penitentiary coordinated through Central Wyoming College in Riverton, completed its 12th year of classes in May 1988, graduating nine inmate students. The nine graduates who participated in commencement ceremonies marked the fourth consecutive graduating "class" from the penitentiary and raised the total of graduating students to 30 since 1985.

Enrollment in classes has remained stable with an average of 130 students. As in past erms, the primary contributing factor that enables inmates to enroll are the various financial assistance programs (i.e. PELL Grants, Wyoming Vietnam Veteran Tuition Assistance, Penitentiary tuition assistance, and CWC granted academic scholarships. Without these assistance programs the CWC program would not be viable. Ninety-eight percent of the inmate students receive some form of tuition assistance to help offset the costs of their continuing education. The college program has become an integral part of the rehabilitation process at the penitentiary. This is a process that entails commitment by the inmate, penitentiary and Central Wyoming College. Increasingly class enrollments and curriculum development are a few examples of that comitment to provide educational programs for the inmate population.

The college program continues to provide a viable, meaningful continuing education opportunity to inmate students. As increasing nbumbers of inmate students complete their Associate degree programs, however, there will be an increasing need for a 4-year degree, even post-graduate degree program. To this end, then, the long-term goal in college programming will be the establishment of a program to better handle the continuing education needs of a more educated inmate student population.

IX. PAROLE BOARD STATISTICS

The Wyoming State Parole Board is an agency which is directed by the Governor's office. The Board consists of five (5) appointed members who meet on a rotational basis of three members each hearing. These members review and determine both an inmate's parole eligibility and the amount of time an inmate will serve in the community on an approved parole program.

Inmates actually become eligible for parole consideration upon completion of their minimum sentence. There is an obligation of the parole board to review an inmate's case three (3) months prior to the expiration of the minimum sentence. Minimum sentences of five (5) or more years are reviewed at the conclusion of the first five (5) years and each year thereafter.

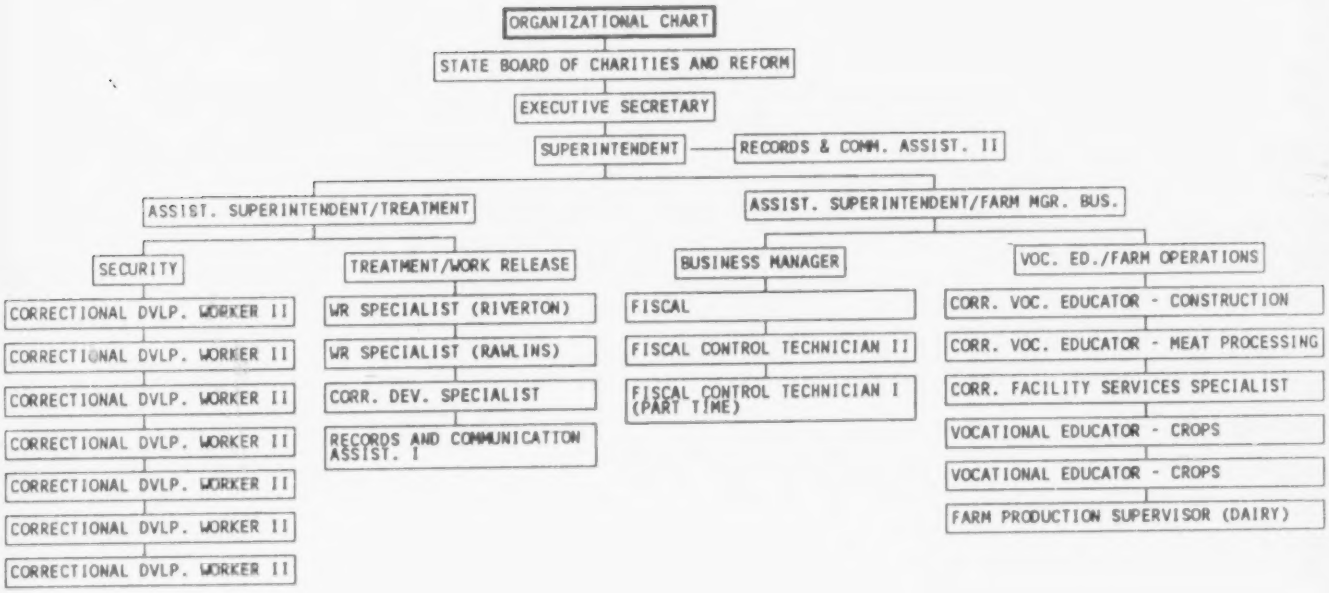
The following information is a summary of parole board activity during the past two years.

	FY 1988	FY 1987
Total inmates reviewed	429	376
Regularly scheduled case reviews	379	325
Special and/or unscheduled case reviews	50	51
Eligible inmates denied parole	117	83
Inmates placed on parole	125	91
Inmates paroled to new numbers or detainers	13	11
Inmates commuted	13	13
Inmates having their parole revoked	16	12

Prison employees, including the warden, unit managers, counselors, chaplain, classification/parole supervisor, and records supervisor expended in excess of 1,800 man hours in work related to the preparation of parole board reports, agency in-house interviews, and attendance at the parole board hearings. The counselors in particular, have been heavily impacted by work related to parole hearings. This emphasis placed upon parole board casework management does in fact limit the amount of time a counselor is able to spend in the actual required counseling and/or prison related casework management.

WYOMING HONOR FARM
RIVERTON, WYOMING

JAMES GAMBLE
SUPERINTENDENT


ORGANIZATIONAL CHART
STATE BOARD OF CHARITIES AND REFORM
EXECUTIVE SECRETARY
SUPERINTENDENT
RECORDS & COMM. ASSIST. II
ASSIST. SUPERINTENDENT/TREATMENT
ASSIST. SUPERINTENDENT/FARM MGR. BUS.
SECURITY
TREATMENT/WORK RELEASE
BUSINESS MANAGER
VOC. ED./FARM OPERATIONS
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
CORRECTIONAL DVLP. WORKER II
WR SPECIALIST (RIVERTON)
WR SPECIALIST (RAWLINS)
CORR. DEV. SPECIALIST
RECORDS AND COMMUNICATION ASSIST. I
FISCAL
FISCAL CONTROL TECHNICIAN II
FISCAL CONTROL TECHNICIAN I (PART TIME)
CORR. VOC. EDUCATOR - CONSTRUCTION
CORR. VOC. EDUCATOR - MEAT PROCESSING
CORR. FACILITY SERVICES SPECIALIST
VOCATIONAL EDUCATOR - CROPS
VOCATIONAL EDUCATOR - CROPS
FARM PRODUCTION SUPERVISOR (DAIRY)

WYOMING HONOR FARM

Introduction

Wyoming State Statutes [25-2-102 (a) and 25-2-102 (c)] established the Penitentiary Farms (now called the Wyoming Honor Farm) and defined its basic functions:

(a) "The State of Wyoming is hereby authorized to establish, maintain and operate one or more penitentiary farms or same as needed and necessary to provide a place of confinement for persons committed to the Wyoming State Penitentiary."

(b) "All funds from the sale of products or services produced on penitentiary farms shall be credited to the Intra-Governmental Fund to pay for a percentage of the Honor Farm Program."

(c) "All penitentiary farms established as herein provided shall be operated and maintained under the general supervision of the State Board of Charities and Reform."

The Wyoming Honor Farm serves as a place where incarcerated male felons can learn to be productive in a supervised agricultural environment. The Honor Farm teaches men how to work, how to accept and live by the limits and responsibilities of a job and how to appreciate the fulfillment of completing an assigned task, plus being able to see the results of their hard work. In addition to agricultural related vocations the Honor Farm offers vocational training in Construction Trades, and Meat Processing. The Wyoming Honor Farm as an agency, encompasses more than farming or a place of confinement as stated in the State Statute 25-2-102 (a). The State Board of Charities and Reform took action on September 1, 1977 to administratively and fiscally separate farming work and work release operations from the Wyoming State Penitentiary. As an agency, the Wyoming Honor Farm supervises the statewide Work Release programs as authorized by law (7-13-717) through (7-13-726) with general supervision from the Warden of the Wyoming State Penitentiary and the State Board of Charities and Reform.

The Honor Farm is an institution which combines vocational training, a therapeutic environment and a productive working farm operation. The Wyoming Honor Farm was acquired by the Twenty-First Legislature in 1931, and $50,000 was appropriated for the

Honor Farm's first year of operation. Located at the northern boundary of the City of Riverton, in Fremont County, the Honor Farm totals 869 acres. In the spring of 1979, action was taken to expand the farming operations of this agency with the addition of approximately 2,457 acres of State and leased lands (480 acres school lease, 321 acres private lease from John Henry and 1,360 acres federal lease from the National Guard) directly adjacent to the Wyoming State Training School in Lander. The program at the Honor Farm is geared toward vocational training, plus utilizing production, processing and distribution of farm products, specifically cattle, swine, dairy and field crops, as a therapeutic tool which teaches appropriate work habits and allows the resident the opportunity to feel productive. The Honor Farm provides meat products, primarily for themselves and the Wyoming State Penitentiary, with other institutions (Wyoming Boys' School, Wyoming Girls' School, Wyoming Pioneer Home, Wyoming Women's Center, and Wyoming Youth Treatment Center) receiving limited amounts.

At present, there are four houses to house staff members. There is a barn, dairy barn, butcher shop, hog house and finishing barn, construction shop, garage and mechanic's shop. In addition, the Administration Building, which has offices, kitchen, dining room, and living quarters for 115 residents. A new feed- mill, hog gestation shed, feedlot and Vocational Education Shop Building were added in FY 84. Solar retrofits have been added to the Modular Dorm and the Administration Building. A new dorm housing 40 men was completed in October, 1985.

The Honor Farm, as of 9/01/88 has the following farm enterprises:

964 Head of Beef Cattle	852 Head Swine
343 mother cows	65 brood sows
51 heifers	5 boars
326 calves	54 baby pigs
16 bulls	370 growers pigs over 3 mos.
102 steers (yearling)	55 finishers
3 horses	11 gilts
34 Holsteins	292 weaners

120 Dairy Cattle	Crops (Riverton)
64 producing cows	53.9 acres Silage
13 heifers over 1 yr.	336.4 acres Alfalfa
1 bulls	135.1 acres Set Aside mix
11 heifers under 1 yr.	20.0 acres Sudan/Sorghum
31 calves under 6 mo.	2.0 acres garden
	6.6 acres sweet corn

Lander Crops

2,457 acres pasture

The goal of the Wyoming Honor Farm is to produce or purchase, process, and distribute meat and vegetables to several State Institutions.

In June of 1981, the Board of Charities and Reform instructed the Honor Farm to set up to begin operating within the guidelines of an Intragovernmental Fund. Because of this directive, the following changes were recommended.

(1) The Farm's budget should be divided into two programs:

One funded by the General Fund and one funded by the Intragovernmental Fund should cover those costs which would be incurred by the State even if the farming operation did not exist. Items in this program would include food, clothing, medical care, part of the utilities and the like. The other program would include those items inherent to the farming operation such as livestock, feed, equipment and fertilizer.

This directive was followed by the Legislature when they mandated the Honor Farm to develop an Intragovernmental Fund to cover all costs of the farming operation excluding salaries. The Honor Farm has the Administrative account (001) which is all General Fund money. The Farm Account (002) is composed of General Funds and Intragovernmental Funds. Only salaries are paid by General Funds in the Farm Account. Also at the directive of the Legislature a Vocational Educational Account (003) was developed for the purpose of starting and expanding vocational educational pro- grams. This account is funded entirely from General Funds. These accounts were begun in FY 83, (July 1982).

(2) The Farm should be allowed to set its own price for its goods to insure total recovery of the costs incurred both directly and ~~in~~directly in the farming operation. This will establish once and for all whether the Farm is a viable operation because their goods will be in competition with those of private enterprise for quality and price.

The Legislature directed the Honor Farm to begin charging realistic prices for their products in January of 1982, and to begin depositing the money to the Intragovernmental Fund in March of 1982. These funds could not be spent until FY 83.

(3) The Farm should be separated from the Penitentiary both financially and administratively in June of 1981.

Residents placed on the Honor Farm are classified as to risk to the community by the Penitentiary classification committee, and are then screened once again by the Warden of the Penitentiary and the Superintendent, or his representative, of the Honor Farm. The names are then presented to the Honor Farm Council for final approval. The policy is to assign residents to the Honor Farm in

accordance with classification objectives regarding Minimum Security custody assignment. Due to the nature and variety of programs available at the Honor Farm, particular concern is given to the amount of time remaining on the resident's sentence prior to a possible release date. For example, the Farm may need residents who are serving longer sentences for assignments in the farm industries; while residents with less time to serve would be placed in training programs and/or Work Release programs. Thus, to achieve continuity in farm industry programs it is practical to have residents for longer periods of time, while a continued flow of residents through the training and Work Release programs provide for dependable transfer opportunities for residents serving lesser sentences. At present the resident population is 114. It has been as high as 116, and is expected to be consistently over 110 residents in FY 1989. The Work Release program was instituted in February of 1972 with the placement of residents in Rawlins, Casper and Gillette. Due to our crowded conditions, political considerations, and lack of living area, the Casper and Gillette programs were terminated during the latter part of FY 79, and the first two months of FY 80. On December 10, 1979 the Work Release program was initiated on the Honor Farm with residents working throughout Fremont County. At present there are only two Work Release Programs, Riverton and Rawlins. During FY 88, 61 residents participated in the Work Release program in Riverton as compared to 39 in FY 87. Of this 61 men, 9 men transferred to one of the community alternatives programs after having spent sometime on Work Release in Riverton. An additional 19 men were placed directly in Community Programs, thus 80 men participated in the Work Release Program, their placement having originated from the Honor Farm.

Philosophy

The philosophy of the Honor Farm would be the same as the philosophy of the State Penitentiary where applicable. The general philosophy is as follows:

"Traditionally, penitentiaries have been awarded the task of separating criminal offenders from society; however, society has not often reflected upon the fact that the majority of offenders would soon return to the communities from which they were sentenced. Further contributing to this dilemma, is the fact that the prison system has been traditionally, and perhaps unintentionally, successful in teaching residents merely how to live in prison as opposed to providing skills needed for successful non-prison life. The net result of this conflict can be measured in terms of high recidivism rate and an equally high financial burden upon the taxpayer whose money is necessary for prison operation".

Considering the fact that the Wyoming State Penitentiary according to State statutes and court sentencing orders, must provide the function of security, (i.e., isolate the more dangerous criminal from society, ensure that the offender serves

his imposed sentence. and provide him protection while he is incarcerated) integration into the community is not an easy task to achieve. Nevertheless, the Wyoming State Penitentiary (and Wyoming Honor Farm) further recognizes the fact that the traditional prison system does not provide, with its often debilitating resident environment and social system, the individual offender with the necessary safety precautions or protection and rehabilitative incentive. Subsequently, it is the Honor Farm's purpose to maintain, as much as possible, an environment free of criminal behavior in order that the offender may be required to exert no effort for self protection while maximum effort for self betterment.

A correctional system should be economically managed. Nobody should be held in maximum security custody who can be safely released to the Honor Farm or community supervision. Nobody should be more supervised than safety requires. The closer the confinement the greater the cost. Needless supervision wastes money. Thus, the reason for the Wyoming State Honor Farm.

The policy of the Honor Farm, developed by the Board of Charities and Reform in 1977, as to the Farm Operation Goals and Objective is as follows:

Policy:

Farm production functions are not-for-profit activities designed to provide select residents genuine farm related training and work experience. Such activities entail conduction of <u>exemplary</u> farming operations and the provisions of food products to other institutions under the Board of Charities and Reform.

On-farm functions are preparing the resident for a successful sojourn in the "free-world". Such activities entail a heavy emphasis on pre-release programs that capitalize on community education and treatment resources; plus screening, preparing and arranging for resident participation in State Work Release Programs.

A secondary function of this facility is to provide "protective custody" to low security risk residents who for whatever reason (legal, medical, psychological, etc.) cannot safely survive in some other penal facility.

The Mission of the Honor Farm is:

(1) To prepare residents assigned to the Honor Farm to return successfully to community life.

(2) To produce beef, pork and vegetables, to be sold to State Institutions at a savings to the State; plus produce milk to be sold to Western Dairyman's Cooperative Incorporated (W.D.C.I.)

The Objective is:

(1) To reduce recidivism to the lowest possible denominator, and to help the resident become a better citizen and a taxpayer.

The Goals are:

(1) Through the discipline of work, teach the resident good work habits.

(2) Through production, develop a pride of accomplishment for a job well done.

(3) Through individual and group counseling, based on in individual treatment plans, prepare the resident to return to the community life.

(4) Help develop, with the resident, a support system with family, friends, and community services to sustain him once released.

(5) Through education and counseling, eliminate dependency on drugs and alcohol.

(6) Upgrade skills and employment opportunities to increase self-supporting opportunities after release.

(7) Expose the resident to community living through supervised, controlled visits and Work Release, and unsupervised furloughs.

(8) Through limited self government, teach the resident to function within the democratic process.

(9) Through a vocational educational system, provide basic, short term education, supplemented by supervised on-the-job training to equip the resident with a clear understanding of the assigned task and a functional vocational education.

MAJOR ACCOMPLISHMENTS

The Wyoming Honor Farm, as an agency was budgeted $1,657,611.43 for FY 88. This included General Fund Appropriation ($1,171,346.52), Intragovernmental Funds from sales of farm products ($351,755.18), and Omnibus Land Income Funds ($34,663.00). In addition the Honor Farm spent $24,952.64 on Capital Outlay Projects, of a total of $27,772.12 appropriated. These funds were spent on renovation of the electrical system in all buildings. At the end of FY 88 there was a total of $15,950.17 encumbered, and a balance of $133,189.52.

The General Fund appropriation was divided among three (3) programs: Administration (01), Farm (02), and Vocational Education (03); and one (1) Capital Outlay project and three (3) Omnibus Land Income Funds to; Repair the kill floor in Meat Plant (70.01); Connect water wells (70.02); Sewage Ponds Study (70.01).

The following table shows a visual representation of how these funds were used:

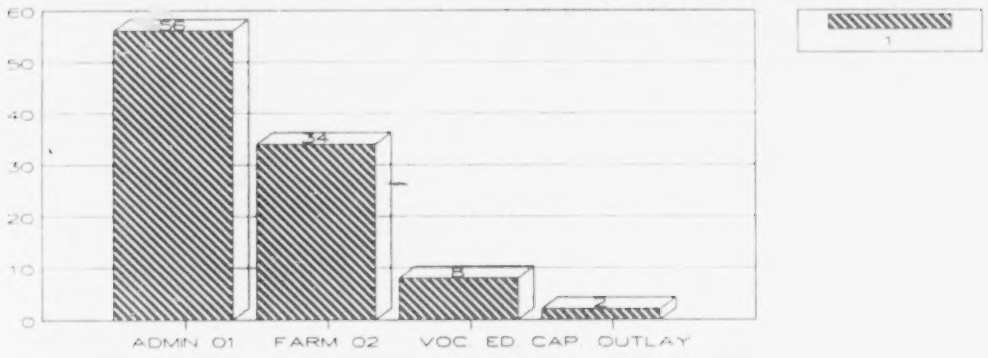
Funds Budgeted Program	Appropriated General Funds	Omnibus Funds	Intragovernment Funds
Admin. (01)	$877,924.61		
Farm (02)	137,821.27		$351,755.18 (Budgeted $489,576.39)
Vocational (03)	127,828.52		
Capital Outlay	27,772.12	34,663.00	
TOTAL	$1,171,346.52	$34,663.00	$351,755.18

PROGRAM	Total Spent	Encumbered	Balance
Admin. (01)	$ 847,243.34	$ 5,786.72	$ 30,690.51
Farm (02)	518,725.16	9,543.50	(29,148.71)
Voc. Ed. (03)	113,731.89	619.95	14,096.63
Capital Outlay/OF	28,771.35		2,819.48
TOTAL	$1,508,471.74	$15,950.17	$ 18,457.91

CAPITAL OUTLAY PROJECTS

1) 073 73.01 FY 85 - Electrical Renovation. A total of $283,000 was appropriated to upgrade the electrical system of the Honor Farm, place it underground, and upgrade the buildings. In FY 87 $24,952.64 was used to upgrade the electrical service in the buildings leaving a balance of 2,819.48.

A GRAPH OF THE PERCENTAGES:



#1 on the graph is the Administration Program; this consists of housing and maintaining the residents, administrative and security costs, plus medical, Work Release, utilities, travel, and repair and remodeling of the buildings. This takes 56% of the entire budget.

#2 is the Farm Program. Under this budget all of the salaries for the men involved in the agricultural program come from this area, plus all of the cost associated with operation of the crops, livestock and utilities and feed associated with this program. The majority of these funds come from the Intragovernmental Fund, which are funds that are generated by the sale of the meat, crops, and livestock that is produced on the Farm. This program takes 34% of the expended funds.

#3 is the Vocational Education Program. From this budget come the salaries for some of the Vocational Educators, and the costs associated with the educational aspects of the programs. At this time there are educational programs in Building and Maintenance, Meat Cutting, Farm Mechanics, Swine Production, Dairy Management, Crop Management, and Beef Production, and the Wild Horse Program. This program required 8% of the entire budget expended.

#4 is the all of the Capital Outlay and Omnibus funds spent in FY 88, these funds were described on the preceding page. 2% of the entire budget were expended in this area.

ADMINISTRATION PROGRAM

During FY 88, $847,243.34 was spent on this program. There were 15 more men per month in FY 88, and there were two more buildings that were maintained. The objective of this program is to reduce recidivism to the lowest possible denominator, and to help the resident become a better citizen and taxpayer. To reach this objective we have outlined the goals in the Introduction; but basically it means that as a state institution we will provide a community for adult convicted felons to live in a clean, decent facility which encourages them to effectively deal with the

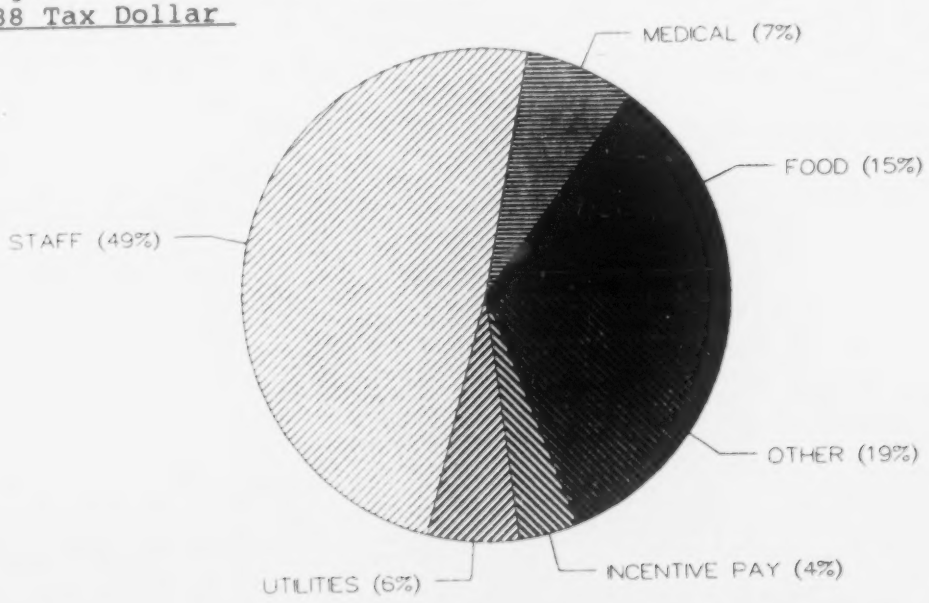
issues which caused their current situation. In addition we wish them to develop an outlook of optimism, hope, and realism regarding their future.

PERCENTAGE COMPARISON

FY 87 ($744,456.46)		FY 88 ($847,243.34)
9%	Medical Costs	7%
12%	Food and Food Ser.	15%
6%	Utilities	6%
6%	Incentive Pay	4%
13%	Other Areas	19%
54%	Staff Supervision	49%

This comparison shows that the cost remain close, but there were slight increases and decreases.

1988 Tax Dollar



As has always been the case, the Administration budget is primarily spent on personnel, with food costs, communication and utilities being the other major expenses.

In FY 88, 36,500 man-days were served by 206 men at the Wyoming Honor Farm. This compares to 30,686 man-days by 199 men in FY 87. This calculates to 3,042 man-days per month in FY 88, compared to the 2,557 in FY 87, or an average population of 85 in FY 87 as compared to 100 in FY 88.

During FY 88, the Honor Farm served 206 residents; the maximum population was 113, and the minimum was 85. With a staff of 23 employees the Honor Farm managed 36,500 man-days in an open setting. Of the 206 residents at the Honor Farm in FY 88, the following table indicates their outcome as compared with FY 87.

	FY 88 206 Total	%	FY 87 199 Total	%
Paroled or Discharged (incl. Community Programs)	66	32%	69	35%
Returned to Pen	25	12%	29	14%
Escaped	5	2%	3	1%
Remain at Farm	110	54%	98	49%
Highest Population	113		101	
Lowest Population	85		73	
Average Population	100		85	

The above chart indicates that we served more men in FY 88, they stayed for longer periods of time, thus the average population increased. The Farm, in FY 88, returned 4 fewer men to Rawlins because rule violations or of their own choice. There has been a general decline in the number men who return; in FY 83, 68 men were returned to Rawlins, 37 in FY 84, 15 in FY 85, and this was reduced to 13 in FY 86, but this increased to 29 in FY 87, and was reduced to 25 in FY 88. This was the result of a better screening process between the Penitentiary and the Honor Farm, and the active involvement of the Honor Farm Council and the Quorum. The increase returns is due to a reduced talent pool from which to choose. In FY 86, there were 9 men who chose to escape, this was reduced to 3 in FY 87, and 5 men chose to take an unauthorized parole in FY 88. All but one have been caught and are now serving extra time in Rawlins. This was 2.0% of the men served, and this is one of the lowest in the nation for a totally open institution.

COMPARISON CHART

	FY 88	FY 87
Man Days Served	36,500	30,686
Man-Days Cost/Day	$29.58	$29.28
Staff Supervision/Day/Man	$17.18	$19.71
Incentive Pay/Day/Man	$ 2.18	$ 1.91
Food, Food Ser./Day/Man	$ 3.39	$ 2.92
Medical/Man/Day	$ 1.69	$ 2.04
Communications, Utilities/Man/Day	$ 2.32	$ 2.31
Housekeeping/Man/Day	$ .55	$ .39

This comparison, in order to reflect the true operation costs, also contains the funds spent from the Farm Program, and the Vocational Education Program. The medical costs are not realistic, because a large portion of the medical bills are paid by Workman's Compensation.

RECREATION

The recreation program of the Honor Farm includes softball teams, bowling teams, and a basketball team. There are also facilities for weight lifting and playing billiards. All of these activities are supervised by residents with staff providing supervision and transportation when traveling is required.

The Honor Farm had two slow pitch teams this summer, and they played in the Shoshoni League. The all-star team played in several tournaments and won several trophies.

The Honor Farm basketball team usually participated in the Riverton City League, and has won the class B league, but in FY 88 there was no team because of limited talent and interest.

TREATMENT

Treatment is progressing at the Honor Farm, but there is still much that needs to be done. The Honor Farm has attempted to create an atmosphere where change is possible. Counseling is a priority on the Honor Farm, but there is still not enough trained staff. There are groups based on the teachings of Stanton Samenow, author of "Inside the Criminal Mind". These groups meet 5 days a week for an hour each day. In addition there are two very active Sex Offenders Groups which meet once a week for two hours, and is based on the teachings of A. Nicholas Groth, Ph.D., author of the book, "Men Who Rape". The Farm is privileged to have worked an agreement with Dr. Groth so that he serves as a consultant to the program and generally spends a week every other month. This direction has been invaluable in improving the program, and in addition we have had him visit all of the other institutions to provide training and consultation. There are also two Drug and Alcohol Classes are that are presented by the staff of the Fremont Counseling. All of the residents are required to attend 10 sessions before they are permitted to apply for Work Release. The counseling is essential to produce change, and there is a great deal of informal counseling that goes on with staff and the more stable residents serving as peer counselors with many of the residents. All of the residents are required to participate in group counseling.

The Honor Farm has been in the process of testing all of the residents to come up with a viable treatment plan for each resident and are developing a Case Management System so that the treatment plan of each resident is monitored. The Farm has created an environment that is conducive to developing a

responsible individual who is aware of what must be done to become a member of a community, and knowing what is available to help the adjustment. In developing the environment, the primary focus has been to develop an active, functional Honor Farm Council and Quorum, the development of staff training, and the involvement of more capable residents in a supportive peer counseling program.

HONOR FARM COUNCIL AND QUORUM

The Resident Council was started in February of 1983. It included seven residents and the Superintendent. Four of these residents were elected by the resident population, and three were appointed by the Superintendent. In May of 1984 the concept and name was changed to the Honor Farm Council, and includes both staff and residents. The Council meets twice weekly, and any staff or resident who is interested is encouraged to attend the meeting. As interest increased it became necessary to have a certain group who did all the necessary paper work and met with the Superintendent and other staff, and this body was called the Quorum. At present the Quorum consists of six or seven men who are selected by the other members of the Quorum and the Superintendent and confirmed by the general resident population.

This Council is responsible for advising the administration in the development of policy, and enforcing the policies once they are put into practice. This group also recommends and advocates for residents in determining whether an incident report should be considered a major rule violation, or should be dealt with in a less severe manner. Any resident that receives an incident report has the choice of appearing before the Quorum and the Superintendent, or the entire Council, or the Honor Farm staff, or they can choose to return to Rawlins for a disciplinary hearing.

The role of policing themselves and serving as a form of self government is very controversial. The residents of the Council, and especially members of the Quorum are very active in supervising and detecting any violations which may affect the population. These men have reported people drinking, using drugs, or any other violation, and then they have sat down with the people and attempted to come up with some form of realistic consequences and program to help the individual. The is a very new role for incarcerated men to take, but it is a necessary role if they expect to learn to be responsible and maintain the freedom they have at the Honor Farm.

In order to improve the functioning and order of the program, the concept of the Area Representative was created. Each Area Rep has 3 to 10 residents that he represents, he is responsible for all of the men and their living area. Should they have a need, or a problem, he is the person they can contact to get help, he can offer the help, or direct them to someone who can help.

The Honor Farm Council Program was approved by the Board of Charities and Reform in January of 1984, and it is the most functional program at the Farm because the Council:

(1) Provides an opportunity for the members to learn the real meaning of responsibility for themselves and others, and it teaches them the consequences of their actions.

(2) Allows the development of a true community concept with a democratic self government by their peers.

(3) Creates a system by which the residents have constant contact and access to someone who can produce change.

(4) Develops a true sense of communication and cooperation between staff and residents by creating an environment which has horizontal communication, person to person, as opposed to the typical vertical communication, which is superior to inferior.

(5) Allows the Honor Farm to have less Security staff, but still provides the supervision necessary to limit the majority of the violations that are usually impulsive.

The staff and residents continue to develop more communication, and the majority of the staff accepts and supports the concept, plus they realize the benefit to them. At times some residents resent the system because of the old con concept of "do your own time". It is no longer possible to do your own time, and thus it is no longer easy to circumvent the system. The focus of the Council is to keep everyone involved and informed.

A complete set of records of all meetings, activities, policies, an fines is available to be examined. All new residents are given an orientation of three days, plus are assigned a sponsor to help them understand the system. They are instructed in all of the policies and expectations, plus they are introduced to all of the staff who explain the various programs and schools.

The Council/Quorum concept will continue to grow; there will be mistakes; people who return to Rawlins will communicate negative reports, but it will continue to teach people that there are responsibilities to belonging to a community, and that the more responsibility one assumes, the more freedom that person and the entire program will have within the limits of the law. This program is the primary reason the attitude at the Honor Farm is so positive, there have been few escapes, and the work, general cleanup, and production has greatly increased, plus the level of cooperation is improved.

EXCURSIONS

By a policy approved by the Board of Charities and Reform, residents of the Honor Farm are allowed to go on staff supervised

excursions to the movies, dinner, shopping, fishing, swimming, etc. This is very much a part of the treatment and philosophy of the Honor Farm because it allows a resident the opportunity to interact in a near normal situation in the community, and it poses no security risk or threat to the community. This program is closely supervised and the residents are required to contribute something extra to the Farm in order to earn the right of going on an excursion. There is a form that must be signed by job supervisors, security, group leader, and area rep in order for the man to be able to participate in the program.

FURLOUGH PROGRAM

In July of 1983 the Board of Charities and Reform authorized the adult correctional facilities to begin granting unsupervised furloughs to men who were on Work Release and thus within 6 months of their minimum release date. In January of 1984, the Wyoming Legislature authorized furloughs with a new law, 7-13-728.

The present furloughs are now granted to men who are within 6 months of their minimum release date. They are eligible to request a 3 hour unsupervised furlough the first month, 6 hours the second month, 24 hours the third and forth month, and 48 hours the fifth and sixth month. Once they are have an exact discharge date through parole or discharge, they are eligible for 10 day furloughs the last 45 days. Each participant is required to have to have a sponsor (wife, parent, friend, etc.), and the resident is required to complete an application which specifies location, time of leave, make of vehicle and a complete agenda of all activities and locations. This form is presented to the Honor Farm Quorum for their review with the Superintendent granting final approval. The application is similar to the excursion form in that staff supervisors, security, and the area rep have the opportunity to approve or deny the furlough before it is presented to the Quorum. Once approved, the local law enforcement are provided a form which specifies the name, location, make of car, and time of the furlough. Furloughs for communities other than Riverton are also possible, in these cases the sponsor is required to pick them up and return them, and the concerned law enforcement agencies are notified by phone and mail.

This program has been very successful, and has had a very positive effect on the attitude of the men participating. Upon returning from furloughs the men are required to fill out a questionnaire regarding what transpired, how they feel about the program, and what they like or dislike about the program. They usually do this with a Security Officer.

Comparing FY 88 and FY 87:	FY 88	FY 87
1. Total number of hours spent on furloughs:	25,567	12,969
2. Total number of furloughs taken:	351	210
3. Total number of men who participated:	242	132

During the fourth year of existence the Furlough Program continues to be a success. There have only been three infractions involving alcohol, and these men were granted no other furloughs.

In June of 1987 this program was expanded to include all residents of the Honor Farm once they have been at the Honor Farm for at least 6 months. The program is beginning very slowly, and is limited to a maximum of 48 hours every 3 months, but once they are within 6 months of the minimum release date they are eligible for the regular hours each month. 41 Family Furloughs were granted in FY 88.

The Furlough program is very important in the treatment aspect of the Farm, and since the program began there have been 1,036 men take 78,844 hours of furlough with only three violations. Men who are off the Farm for more than 24 hours are required to call in daily at their own expense.

Thus in Summary:

1. It is an excellent program, this year we had 242 men take 351 furloughs for a total of 25,567 hours.

2. The eligibility has been extended to all men who have been at the Honor Farm for at least 6 months to be able to spend limited time with their families.

It is noted that all furloughs are subject to review by the Honor Farm staff, Quorum, and Council, and must be approved by the Superintendent. Furloughs are a privilege, not a right. If there is any question about a man's possible conduct he is not granted the furlough.

RECOMMENDATIONS AND PROBLEMS

(1) The Standard Budget is not sufficiently funded in the area of Office Supplies (231), Real Property Repair (201) and Equipment Repair (202).

(2) More staff are needed, especially in the area of counseling. Residents who come to the Farm have problems, treatment plans, and constant evaluation of selected goals is essential. An effective treatment program requires staff to be trained and able to mirror and discuss the issues that the resident is dealing with at the time. The residents need a confrontive, encouraging environment to progress from a life style of irresponsibility to one of responsibility. The success rate is corrections is very limited, but we must develop new programs, and we need to take risks if we expect to really change, or affect the belief systems of these men. At this time of limited funds there is no funds for such positions, but they will be

requested in the future.

(3) Continued development of community relations with the citizens of Riverton and Fremont County. The Honor Farm keeps local law enforcement officials aware of all activities which affect the community. Pictures and a brief profile of each resident is provided to the Police and Sheriff Departments. A schedule of each resident's furlough plans are provided to the involved law enforcement agencies. The Farm continues to stay involved in community projects, we maintain the bike path, participate in the softball league, basketball and bowling leagues in Riverton and Shoshoni. In addition we have a Community Awareness Project (CAP) that is composed of 3 to 5 residents and a staff member that tours the state speaking to schools and community gatherings. This project is financed by the group that invites us to speak.

(4) Develop more community programs such as recreation and community service programs. The Honor Farm plans to develop a program which will provide a labor force for a half of day a week to any non-profit agency or community in Fremont County.

FARM PROGRAM (02)

Objective: To produce beef, pork, and vegetables to be sold to State Institutions at a savings to the State; plus produce milk to be sold to Western Dairyman's Cooperative Incorporated (W.D.C.I.).

BCR Policy: Farm production functions are not-for-profit activities designed to provide select residents genuine farm related training and work experience. Such activities entail conduction of exemplary farming operations and the provisions of food products to other institutions under the Board of Charities and Reform.

Since July 1, 1982, the Honor Farm has been functioning under an Intragovernmental Fund. All the products are sold at a little below market price so that the farming program will pay for the majority of its operation. This was recommended for several years and has proven to be an excellent concept.

The residents placed at the Farm do not usually become farmers, but they do learn the expectations of work, and what is expected; the fact there is a time one begins work, one must follow instructions, must complete tasks, and there is a time to quit work. Another plus is the fact the Honor Farm must operate within the funds we are able to earn through the Intragovernmental Fund. This contrasts the concept of many institutionalized people that the State has unlimited funds and can pay for everything. The residents soon learn if there is waste or poor management it is reflected in their pay because of the limited funds. The Honor Farm only spends funds on the agricultural programs that have been generated through the sales of the products raised on the Farm.

The Legislature directed the Honor Farm to begin depositing to the Intragovernmental Fund in March of 1981. The results of the Intragovernmental Fund (06) for FY 88 are as follows:

Revenue	FY 87	FY 88
Balance in Fund 06 from prev. FY	$ 459.65	$ 4,208.17
Total Funds Paid to Fund 06	317,448.60	353,776.33
Value of Products Traded to Wyoming Boys School for grain. (not added in total)	8,656.24	30,268.97
Intragov. Total Income	$326,104.84	$357,984.50
General Fund Appropriation (Salary)	135,041.00	137,821.27
Accounts Receivable		30,000.00
Total Funds	$461,605.49	$525,805.77

Expenditures FY 88

Balance in Fund 06 FY 88

Personal	$171,371.73	Revenue	$357,984.50
Supportive	232,744.71	Approp.	137,821.27
Re-Sale	114,512.17	Expend.	(518,725.16)
Total	$518,725.16	Balance	$ 7,080.61

It is apparent from these records that the Honor Farm did not live on what it made. Actually $594,423.18 was budgeted, but we only spent $518,725.16. This left a balance of $9,543.50 encumbered, and a balance of $66,154.52. In addition the Honor Farm still owes $30,000 on Accounts Receivable to the Auditor, thus the final balance would be a negative, ($22,989.39).

FARM PRODUCTION

Farm production was once again up in FY 88, the reason being better management by the staff. The Honor Farm has one Farm Manager, three Vocational Instructors, and one Farm Production Supervisor. The Farm Manager is in charge of all enterprises, and one Vocational Instructor is responsible for the beef and the training of the Wild Horses, one Vocational Instructor is responsible for the Crops, the other is responsible for the swine and the Meat Plant. The Farm Production Supervisor is responsible for the Dairy. The Meat Production Vocational Instructor and one other positions associated with this program, the Mechanics Instructor, are paid from the Vocational budget. There is good cooperation between all areas, and in selecting replacements for these positions we are looking for well rounded men to be able to have a team concept.

During FY 88 the Farm completed the working pens, built several hog pens, did further remodeling in the Meat Plant so it can be federally inspected, completed several new pens for the Wild Horse Program. This construction included waterers and electricity to all new pens, and also includes a riding pen which is 150'X406'. A new, all pipe, stack yard was built on the south side of the property. The old chicken barn was renovated and converted to a construction barn and the old construction shop was turned into a horse barn for the work horse teams.

The University of Wyoming Extension Section of the College of Agriculture continues to bring specialists each year. They continue to advise in the planning, and they are very pleased with the progress. Dr. Al Gale is the leader of the team.
In September of 1988 the Honor Farm entered a cooperative agreement with the University of Wyoming which formalized the agreement we have had, and made the Honor Farm part of the University's experimental station program.

In FY 87 the Honor Farm had the following in Riverton:

964 Beef Cattle	336.4 acres Alfalfa
852 Hogs	53.9 acres Corn Silage

120 Dairy Cattle

135.1 acres Set Aside
20.0 acres Sorghum/Sudan
2.0 acres Vegetables
6.6 acres Sweet Corn
2,457.0 acres Pasture Lander

Management is improving, there are complete records on all of the enterprises. Breeding is greatly improved, all feed rations are balanced. We are still building our beef herd, thus we slaughter fewer. The Honor Farm also participated in the set aside program and generated an additional $10,386.

Production Sales Comparison:

	FY 87	FY 88
BEEF	110,735 LBS	93,806 LBS
PORK	55,175 LBS	36,824 LBS
LAMBS		270 LBS
VEGETABLES	7 TONS	7 TONS
HIDES	258	257
MILK	97,163 GAL.	79,668 GAL.

The total revenue generated from sales of these products in FY 87 was $317,448.60 as compared with $353,776.33 in FY 88. It is interesting to note that we produced less animals for slaughter FY 88, we produced less poundage, and generated more income. The average price charged for beef was $1.23/lb, and pork was $1.54/lb.

SALES IN FY 88

	BEEF	PORK	TOTAL
PENITENTIARY	$ 63,664.29	$22,096.10	$ 85,760.39
HONOR FARM	26,201.52	19,966.61	46,168.13
WYO. BOYS' SCHOOL	14,302.29	10,172.71	24,474.60
PIONEER HOME	131.58	79.60	211.18
YOUTH TREATMENT CENTER	5,903.58	4,182.55	10,086.13
WYO. RETIREMENT CENTER	149.00		149.00
SUPERINTENDENT	115.47	69.78	185.25
SOUTHWEST HIDES 202			6,651.00
CODY HIDE CO.			5,037.66
WYO. REC. COMMISSION (PROCESS BUFFALO)			282.75
TOTAL	$110,467.73	$56,497.57	$179,006.09

There were six (6) major program areas in the Farm operation in FY 88.

(1) MEAT PLANT: During FY 88 this operation which is under State and Federal Meat Inspection, is composed of a "kill floor", a processing room, a cooler, and a freezer. During FY 88 the Meat Plant received a $35,000 grant from the Department of Agriculture to update the plant to gain federal certification of the Meat Plant. This was accomplished and the plant went under federal inspection on May 10, 1988. At that time a 6 month pilot program

in conjunction with the Wyoming Wool Grower's Association to produce lamb products for an east coast concern. This is the only product produced at the Farm that is not sold to other State agencies. The objective of this pilot program in lamb processing was to provide information concerning labor costs and cutting yields to the Wyoming Wool Growers and the Department of Agriculture. This task has been accomplished, and it now in the hands of the two agencies to determine whether or not it is feasible for the a private meat plant to process the lambs using this type of cut. The Honor Farm is able to cut the animals at cost of $9.50 per carcass, the lowest bid received from private contractors is $22.

During FY 88 the Meat Plant processed the following: (Value is based on carcass price)

Beef	167 head	91,850 lbs.	$ 44,088.00
Pork	201 head	31,155.1bs.	21,185.74
Buffalo	3 head	1,885 lbs.	282.75
Hides	257		8,547.66
Totals	371 head	124,890 lbs	$ 74,104.15

The meat shop purchased 107 Beef Animals at 107,329 lbs. for $62,290.84, and 12,586 lbs. of pork for $14,908.56, for a total of 199,915 lbs. of meat for $77,199.46. This program has 10 to 15 residents and full-time qualified Vocational Instructor, who is a trained Meat Processor.

The Meat Plant continues to work with U.W. on projects concerning feeding and slaughtering and processing of animals. We presently have 104 bulls on feed at the U.W. Feed Station in Powell. These plants will be processed through the Farm Meat Plant in FY 89. The Meat Plant is in excellent shape at this time, and there are not anticipated major capital expenses in the near future.

The Meat Plant is a vital part of our Vocational Education program, and we are in the process of revising the curriculum. The Instructor is a very capable man, and besides teaching the men the meat trade, he has also taught them about life and the responsibilities of working in a plant. Upon leaving this program the men are able to find employment in the meat trade.

(2) DAIRY PROGRAM

The Dairy operation did well in FY 88. We now have a herd of 120 animals, 56 are producers (44 are on line at this time), and 32 are calves under 6 months. In addition there are 16 heifers over one year, 9 heifers under one year, plus one bull. Our production went from 33 lbs. per day to 45 lbs. per day per cow in FY 87, and in FY 88 it went up to 52 lbs per day. The dairy is now on a total artificial insemination program. It must be noted that there has not been a noticeable mastitis problem since December of 1987. This decrease is the result of increased and intensive management practices. It is necessary to note that normal culling

practices have eliminated a large number of animals from the herd.

During FY 88, the sale of calves generated $5,345. In addition, $16,900 was generated in sales of culled cows to Meat Processing plant and $16,500 in sales to the Riverton Livestock Auction. Total animal sales from the dairy was $38,745. During FY 88 653,227 lbs. (79,662 gallons) was produced and generated $72,428 from sales to Western Dairyman's Cooperative Incorporated, $1,692 in sales to the Honor Farm kitchen for cooking.

Gross revenue from the dairy was $107,520. Animal conversion and births amount to an additional $23,100. This program has 7 residents and a Farm Production Supervisor operating it.

Goals and Projections For the Dairy

1. Increase production to 65 lbs per cow per day through improved genetics with A.I. breeding.
2. Continue to upgrade equipment and facilities where budget permits.
3. Reduce winter calf loss by constructing calf hutches.
4. Continue to work on processing plant for pasteurization at Honor Farm.
5. research the possibility of constructing milk processing lab for production and research with University.
6. Increase herd numbers through production up to a maximum of 200 mother cows.
7. Establish a personal set of goals for each resident assigned to the dairy in conjunction with those established by the treatment plan.

(3) SWINE PROGRAM

This program has greatly improved in FY 88. During FY 88 we have grown to 65 breeding sows and we have a total of 852 animals. In FY 88 we slaughtered 201 animals at an average live weight of 235 lbs., and a average dressed weight of 150 lbs. There was over 31,155.5 lbs of pork that was sold to State institutions for a total of $56,497.57. The plan is to maintain at the present level through the next fiscal year. The reasons for curtailing any growth at this time are:

1. Present facilities are at capacity, any additional herd growth would require capital expenditures.
2. Feed costs are a high level, thus profit margins are reduced.
3. The plan is to concentrate on improving efficiency at the present level of operation.
4. Additional staff would be necessary to pursue an aggressive growth program.

To improve operations at the Hog operation, there are several

objectives that will need to be accomplished in the next year.

1. Purchase improved feeding equipment to cut sown on the waste of feed.
2. Continue to work and train residents in methods to increase the number of pigs weaned.
3. Work closely with the University Extension to improve the functioning of the operation.
4. Coordinate closer communication with the Meat Plant to schedule hog kills to prevent over finished hogs.

At present this program is staffed by 5 residents and the Vocational Instructor who is also responsible for the Meat Plant. In FY 87 six (6) new pens were built and the potato cellar is now a finishing pen.

The Honor Farm was involved with University of Wyoming in a Canola feeding program. The project was a success under the supervision of the University of Wyoming Animal Science Department. The list was designed to determine if the Canola was a viable source of grain for swine in Wyoming. The test showed that hogs from 100 lbs. would gain equally or better for the control groups that were feed a standard ration of cow.

(4) BEEF PROGRAM

The Honor Farm presently has 964 head of beef stock. There are 343 head of mother cows that will produce calves in February of 1989. This is an increase of 41 mother cows in the last year. The cattle operation is a combination cow-calf and feedlot operation. The cattle are pastured in Lander in the summer, and returned to Riverton in the Fall. This program is staffed by 3 or 4 residents and a Vocational Educator. During FY 887, this program produced 40 head for slaughter, 326 calves were produced, with a calving rate of 95%. This program does not show a profit, but the inventory went from $292,400 in FY 87 to $341,675. This was the second year that the Honor Farm began intensive grazing practices, and at times the Honor Farm was grazing over 100 head of animals on waste land such as the ditch banks and some other poor crop lands. This practice will be greatly expanded in the coming years.

In February of 1989 there will be 360 mature mother cows in the Honor Farm herd, and in February of 1990 there will be 500 head of mother cows in the foundation herd. Based on current market prices, and an average calf weight of 500 lbs., the calf crop of these cows will provide $171,000 if they are sold at the end of the weaning period.

(5) CROPS PROGRAM

The Lander operation was primarily used as irrigated pasture during the growing season of FY 88. The reasoning behind this

was two fold, because of the early spring run off which depleted the irrigation water and secondly because of excess hay that was held in reserve from FY 87. The land was used as pasture because the livestock can harvest the grass more economically than it can be harvested with machinery. In order to comply with the lease with the Feds on the 1380 acres, materials have been purchased for 1/2 mile of fence that borders Chitam Road, next to the Training School. This will be done in October and has been an area of concern in the past and will be a positive addition once construction is complete.

Riverton Alfalfa Production went from 340.9 to 336.4 acres in FY 88, and we produced 1,200.5 tons of baled hay in a drought year. The decrease in baled hay production was due to the expansion of the intensive grazing program in the dairy. The baled hay was again entered in the County Fair in 1988. This hay was judged to have a relative feed value of 219, with a crude protein of 20.9. The hay would have taken first place in it's class, however it was withdrawn due to political reasons.

The weed control will take a new turn in FY 89. The Honor Farm has plans to purchase a small farm flock of sheep to utilize many of the preference areas of crop production. This project will be in line with the expanded increase of the intensive grazing. This project will hopefully turn a long time liability into an on going asset. It must be noted that there will still be some chemicals purchased for traditional row crops however, the program will greatly reduce the amount of cash inputs in this area.

In addition to the alfalfa production, the Honor Farm produced approximately 1,000 tons of corn silage, and 420 tons of Sorghum sudan silage. The remaining areas of corn and Sorghum Sudan are involved in the USDA Set Aside program and will be grazed by livestock starting October 21, 1988. This area amounts to 135.1 acres and in addition to the $10,386 that these areas have generated, they will be available to graze. At the time of the is report, vegetable harvest is not completed, however, production in FY 88 is close to $4,480.

There were 6 men assigned to this program, but in addition, a majority of the all of the residents aided in picking up the individual bales of Alfalfa. In a program completely run by the residents, the hay crews stacked by hand over 50,800 bales that averaged 78 lbs. each. The cooperation exhibited by the men was inspiring.

The Agricultural Program of the Honor Farm is still improving. Weed control is a constant concern; proper crop rotation, and drying the land is also a focus. All enterprises will continue to grow in FY 89, and we will continue to work with the Extension Department of the University of Wyoming. The goals for FY 88 and their results:

6. <u>WILD HORSE PROGRAM</u>

A new program that was developed in FY 88 is the Wild Horse Training Program. The program is in cooperation with the B.L.M. office in Cheyenne and Rock Springs. There are 8 residents assigned to the program with supervision provided by the Farm Manager and the Vocational Educator for the Beef. The program has been in effect since December of 1987. The B.L.M. has been for a total of the 128 horses at the rate of $2.40 per day per horse through July of 1988. This has generated a total of $16,898.40.

This program maintains 60 to 70 head of wild horses using the training method of Ray Hunt. These horses are delivered by the B.L.M. and these horses are placed in the training program for about 60 days. During the training period the horses are trained to lead, gentled to the point of accepting a saddle and being ridden. At that time the horses are returned to the B.L.M. for adoption. Even though there have been some injuries associated with the horses, it is considered to be of the more successful programs. It is an excellent opportunity for the men to learn patience in training the horses, they have the opportunity to learn a lot about themselves.

OVERALL FARM GOALS FOR FY 88 AND OUTCOME:

1. Continue to upgrade record keeping on the computer. **THIS CONTINUES TO IMPROVE, WE ARE NOW UPDATING THE PROCESS.**
2. Continue crop rotation and explore some more high protein crops such as Canola. **PLANTED SORGHUM SUDAN IN FY 88.**
3. Utilize intensive grazing practices for both beef and dairy herds, and utilize as much of the non-productive land as possible. **BOTH BEEF AND DAIRY HERDS ARE IN PROGRAM.**
4. Develop more adequate irrigation records and management. **IRRIGATION IS IMPROVED, DRAINS ARE IMPROVING.**
5. Develop a wild horse program with the B.L.M. to train and break wild horses. **PROGRAM BEGAN IN DECEMBER OF 1987.**
6. Explore opportunities with the Department of Agriculture and the University of Wyoming Ag School to develop some viable programs that will improve the agricultural situation for the entire State. **FORMED A COOPERATIVE WITH UW, THIS HAS BEEN VERY PRODUCTIVE FOR THE FARM AND UW AG SCHOOL.**
7. Explore the feeding and raising of low cost, high protein feeds in all of the livestock areas. **FEEDING SORGHUM SUDAN TO ALL BEEF AND DAIRY ANIMALS.**

OVERALL GOALS FOR FY 89

1. Purchase and manage 200 to 300 head of sheep to expand intensive grazing program and decrease cash inputs for weed control.
2. Take a realistic look at assuming control of all agriculture lands administered by the BCR.
3. Expand Wild Horse program to approximately 150 to 200 head and have a part time staff position only for this program.
4. Develop new programs with the Wyoming Game and Fish Department that will involve building fence and would be financially profitable to the Honor Farm.
5. Continue to plan for the development of the cooperative program with the Bridger-Teton National Forest, the University of Wyoming and the Honor Farm.
6. Expand crop production to include the production of soy beans for soy bean meal or soy bean hay.
7. Improve irrigation system with cement ditches and or gated pipe to put non-productive land into production. (This will be a long term goal.
8. Continue to work on expansion of perimeter fence of pipe fence.

VOCATIONAL EDUCATION PROGRAM

Vocational Education was the focus of FY 88. The Honor Farm had a budget $127,828 for this program, of that amount only $113,732 was spent in FY 88. The majority of the budget is for the three staff; the Vocational Education/Treatment Program Supervisor, a Vocational Instructor for the Meat Plant and Swine Management, and the Mechanics Instructor. The goal of the Honor Farm Vocational Education program is to provide a general all around education to the residents. In addition to the above instructors, there are four other Vocational educators in the following areas: Construction Trades, Crop and Range Management, Maintenance, and Livestock Management. During the winter months the various instructors present one hour seminars on a daily basis. These seminars are on all of the various aspects of working in the agricultural area. In addition we are working on developing a complete curriculum for each of the areas so that a resident can learn the technical knowledge that goes with the practical experience of working on an operating farm. In FY 87 we obtained excellent curriculum for each of the areas, these manuals were obtained from Oklahoma State University.

The particular overall objectives and goals which are the focus of the Vocational Education Program are:

Objective: To reduce recidivism to the lowest possible denominator, and help the resident become a better citizen and taxpayer.

Goals: 1. Through the discipline of work, teach the

resident good work habits.
2. Through production, develop a pride of accomplishment of a job well done.
3. Through individual counseling and individual treatment plans, prepare the resident to return to the community life.
4. Upgrade skills and employment opportunities to increase self-supporting opportunities after release.
5. Expose the resident to community living through supervised controlled visits and Work Release.
6. Through a vocational education system provide basic, short term education supplemented by supervised on-the-job training to provide the resident a clear understanding of the assigned task, and a functional vocational education.

The purpose of the Vocational Program is to develop programs that will allow any individual resident the opportunity to feel a part of the work community, and to be a useful contributing member of the society. The programs will maximize the opportunity for a resident to pursue his interests in academic or vocational fields, and allow the resident the opportunity to reach his potential as a human being.

Vocational Education at the Honor Farm is to provide an accredited and comprehensive program to meet the resident's needs. This includes the following classes and goals:

(1) Construction Trades
(2) Meat Processing
(3) Crops and Range Management
(4) Livestock Management
(5) Farm Mechanics
(6) Telecourses Offered Through Central Wyoming College
(7) On Campus Courses at CWC.
(8) Institution Maintenance.

The classes are scheduled to allow the resident flexibility for combining employment and training. Accurate records need to reflect the resident's educational achievements toward relevant employment in the community. The Honor Farm has the unique ability to simulate a community, and the educational component is designed with the idea of providing the following:
-Job related skill training
-Apprenticeship training when possible
-On-the-job training
-Prepare the resident for more advanced training when possible

<u>INDIVIDUAL PROGRAMS</u>

(1) CONSTRUCTION TRADES: This program will train 10 to 15 residents every 9 months. A complete curriculum has been supplied. During FY 88, 23 men were involved in the Construction

Program. There were classes on safety, painting, welding, framing, passive solar construction, insulation, plumbing, concrete finishing. The construction crews have completed or are involved in the following:

a. Remodeled offices and living areas, including a complete renovation of the basement of the Administration Building for Business Offices and the Resident Canteen.
b. Calving Barn at the Feed Lot and new shelter.
c. Finished freezer for meat plant.
d. Built hog and dairy pens, which included welding.
e. Painted various areas on the Farm.
f. Renovated the chicken house to a new Construction Shop.
g. Built fire escape for the Vocational Building.
h. Built new storage facility for Maintenance Shop.
i. Totally remodeled the Counselor's Office and Group Room.

There were several minor repairs that were undertaken by this section that relate to the maintenance area, and in FY 88 we did have a vocational program in Maintenance of Buildings.

(2) MEAT PROCESSING: This program will train 9 to 12 men every year (anticipated minimum). Upon completion of this program, the resident is qualified to be an apprentice Meatcutter.

During FY 88, there were 32 men in the Meat Shop. The instructor is a man with over 20 years experience in the meat business, and the focus has been on-the-job experience. All areas of meat processing are covered, including slaughtering, processing, cutting, wrapping, storage, stuffing, smoking meat, etc. This is now a Federally Inspected Meat Plant because of an cooperative agreement the Honor Farm entered into with the Department of Agriculture, the Wyoming Wool Growers, and Designer Foods of Penn. for the processing and sale of Wyoming lamb out of state. Some remodelling was required, and this cost was paid by the Department of Agriculture. The special cutting of the lambs has added an additional training component to the Vocational training.

(3) MECHANICS (FARM): This program had 30 men involved in FY 88. The focus of the program has been preventive maintenance, and the trouble-shooting that is so necessary in a farming operation. The shop is beginning to have an adequate supply of tools, and several men have been provided the opportunity to repair their own vehicles, and this program has grown to include formal instruction in auto/diesel mechanics and welding.

(4) CROP MANAGEMENT: This is the third year of this program, and there were 14 men involved. They were involved in the preparation of the soil, the planting, the fertilization, the use of pesticides and herbicides, and the harvesting of Barley, Corn silage, and Alfalfa. In addition they are presently involved in the Fall plowing. Complete records were maintained on all of the crops.

(5) LIVESTOCK MANAGEMENT: This program involved 18 men, and included such areas as the hog barn, the dairy, and the beef herd. The instructions in these areas were limited to formal, classroom instruction, but the men did learn about feed rations, about the care of the new born, record keeping, and the cleanliness that is necessary in the dairy and hog operations.

The programs are becoming more effective, because the farm is becoming more efficient. It is difficult to keep the people in the formal classes because of real life farm crises that occur on a regular basis, but there is a great deal of informal instruction. Workshops on Artificial Insemination, Horse-shoeing, and pregnancy testing have all become a regular part of instruction.

In addition, during FY 88 there were 15 men who attended classes at CWC on a full time basis. These men were approved by the BCR, and overall they did an excellent job. These men pay all of their own costs, and the Honor Farm does have a program where they can lend them money for tuition and books. The men transport themselves to and from school.

During FY 88, this area was appropriated $127,828.52, of that amount $113,731.89 was expended, and $619.95 was encumbered, with a balance remaining of $13,476.68, which included Capital Outlay funds of $3,582.44. Of the funds expended, $86,692.35 was spent on salaries and benefits, and $23,676.15 was spent on services in the support budget and $3,363.39 of the Capital Outlay Funds were expended, leaving a balance of $219.05.

PROBLEMS

-Maintaining interest in classes.
-Scheduling classes so as not to conflict with work or visiting.
-Developing educational plans the men can complete no matter where they are.
-Costs of books, tools, and supplies.
-TIME.
-Providing varied, useful educational programs.
-Getting an adequate number of men interested in college classes to be able to hold classes at the Farm.

GOALS AND CONCERNS

1. Develop Individual Education Plans for each resident.
2. Continue to evaluate participation to determine the most effective, productive educational system.
3. Develop more interest in classes offered through telecommunications.
4. Program has been expanded to include agriculture programs in the dairy, swine, crops, and beef. These programs will include the use of a computer in these areas.
5. Training of Wild Horses is being added, and curriculum on the training and safety will be developed.
6. Computers will be purchased with federal funds, and a class on the use of computers will be developed, teaching spread sheets

and word processing.

VEHICLE/ EQUIPMENT BUDGET ASSIGNMENT

001 - ADMINISTRATIVE

S-172 1980 OLDSMOBILE 4-DOOR SEDAN (Security Car)
S-237 1985 SUBURBAN (Transportation)
S-281 (Inoperative Vehicle)
S-304 1963 SCHOOL BUS (Transportation)
S-307 1980 DODGE VAN (Transportation)
S-310 1987 CHEVROLET 4-DOOR SEDAN (Superintendent)
S-640 1976 CHEVROLET PICK-UP (Maintenance Truck)
S-718 1979 GMC VAN (Transportation)
S-945 1982 CHEVROLET 4X4 PICK-UP (Farm Manager) LEASED
S-975 1982 CHEVROLET 4-DOOR SEDAN (Transportation)
S-1002 1983 CHEVROLET CITATION (Work Release Vehicle)
S-1022 1983 FORD PICK-UP (Mechanic Shop) LEASED
S-1024 1983 FORD PICK-UP (Construction Shop) LEASED
Satoh Garden Tractor
Lawn Mowers, SNAPPER
MF42 REAR MOUNT SWATHER
Weed Eaters, ECHO
Roto Tiller, ARTENS
SMC FLAIL MOWER

002 - FARM

S- 63 HORSE TRAILER
S-236 1976 INTERNATIONAL FLATBED (5 Ton)
S-301 1975 CHEVROLET PICK-UP (Crops)
S-302 1981 CHEVROLET PICK-UP (Cattle Truck 1 Ton)
S-477 1965 FORD FLATBED PICK-UP (Cattle Truck)
S-482 1975 FORD FLATBED TRUCK (2 Ton)
S-513 1979 CHEVROLET PICK-UP (Swine Truck)
S-567 1979 CHEVROLET PICK-UP (Dairy Truck)
S-655 1976 INTERNATIONAL TRUCK (Meat Truck)
S-1358 1988 FORD F260 4X4 PICK-UP (Beef Truck) LEASED
140 IHC TRACTOR
480C CASE BACKHOE
1080 MASSEY FURGEUSON TRACTOR
6600 FORD TRACTOR
2096 CASE/INT'L TRACTOR
3000 FORD TRACTOR
4440 JOHN DEERE TRACTOR
140 IHC PLOW
JOHN DEERE SPIKE HARROW
281 NEW HOLLAND BALER
510 IHC GRAIN DRILL
1590 CASE/IHC SWATHER

235 DISK HARROW
4600 HESSTON BALER
DUNHAM/LEHR ROLLER HARROW
7020 HESSTON CHOPPER
EVERSMAN LAND PLANE
BIG 40 MILLER WELDER
JOHN DEERE CORN PLANTER
4AC MILLER WELDER
WILLY'S JEEP
2 GRAIN AUGERS 8"
2 6' REAR MOUNT BLADES
LELY LIQUID MANURE SPREADER
DUAL 600 MANURE SPREADER
1HC 45 VIBRA-SHANK
JOHN DEERE CORN CULTIVATOR
CONTINENTAL SPRAYER
EVERSMAN V-DITCHER

WORK RELEASE
RIVERTON CENTER

ANNUAL REPORT FY 88

The purpose of the Work Release Program is to provide carefully selected residents an opportunity to engage in programs of work, education and training outside the confines of the institution during the final 6 months of their incarceration. Operations of the Work Release Program are directed by institutional policy and State statute. While Work Release is a privilege and is available to only a fraction of the incarcerated population, it is a program which represents an economic potential for both the State and the resident. Since the resident is responsible for his financial needs when assigned to the Work Release Program, the State not only saves much of the average cost per day per resident, but also receives a daily board and room contribution from the participant, unless he has made arrangements to work off the board and room contribution. Thus the Work Release Program enables the resident to maintain himself financially while he is incarcerated, as well as practicing the type of behavior which will enable him to remain separate from a criminal life style upon release.

As a result of having been on Work Release, those involved can usually leave their incarceration with more money than normally given to residents upon release. Unless they have support from home or some other source, a resident normally leaves the institution nearly broke, and faces a real crisis until he obtains employment and the first paycheck. Leaving the institution with money earned and saved while on the program enables the man to obtain housing and to maintain himself in a decent manner. Additionally, upon release on parole, many of the men remain with the employment they had while on Work Release. As shown in Table 4, during FY 88, 61 participants left their incarceration at Riverton with a total of $11,975.75 in their possession. Also, many had already purchased vehicles for necessary transportation.

In addition to these 61 men who participated on Work Release in Riverton, 28 men were processed for Work Release and placed at the three community alternatives centers in Wyoming. These centers are located in Casper, Cheyenne, and Greybull. These programs received 13, 6, and 9 participants respectively from the Honor Farm Work Release Program. Once these individuals are approved and transferred to the community alternatives center, their progress, employment, money management, disciplinary actions, etc. are under the direction of the respective center. Nine (9) of the participants of the Riverton Work Release Program included in the statistical breakdown in the Table 4 were transferred to community centers after a period of time on the program at the Honor Farm.

The current procedures allowing an incarcerated individual to be approved for Work Release are as follows:

(1) When the individual is 7 or 8 months from his expected date of release, he fills out an application and gives it to his counselor;

(2) The Counselor takes the application to the Administration Meeting, which serves as the Classification Committee;

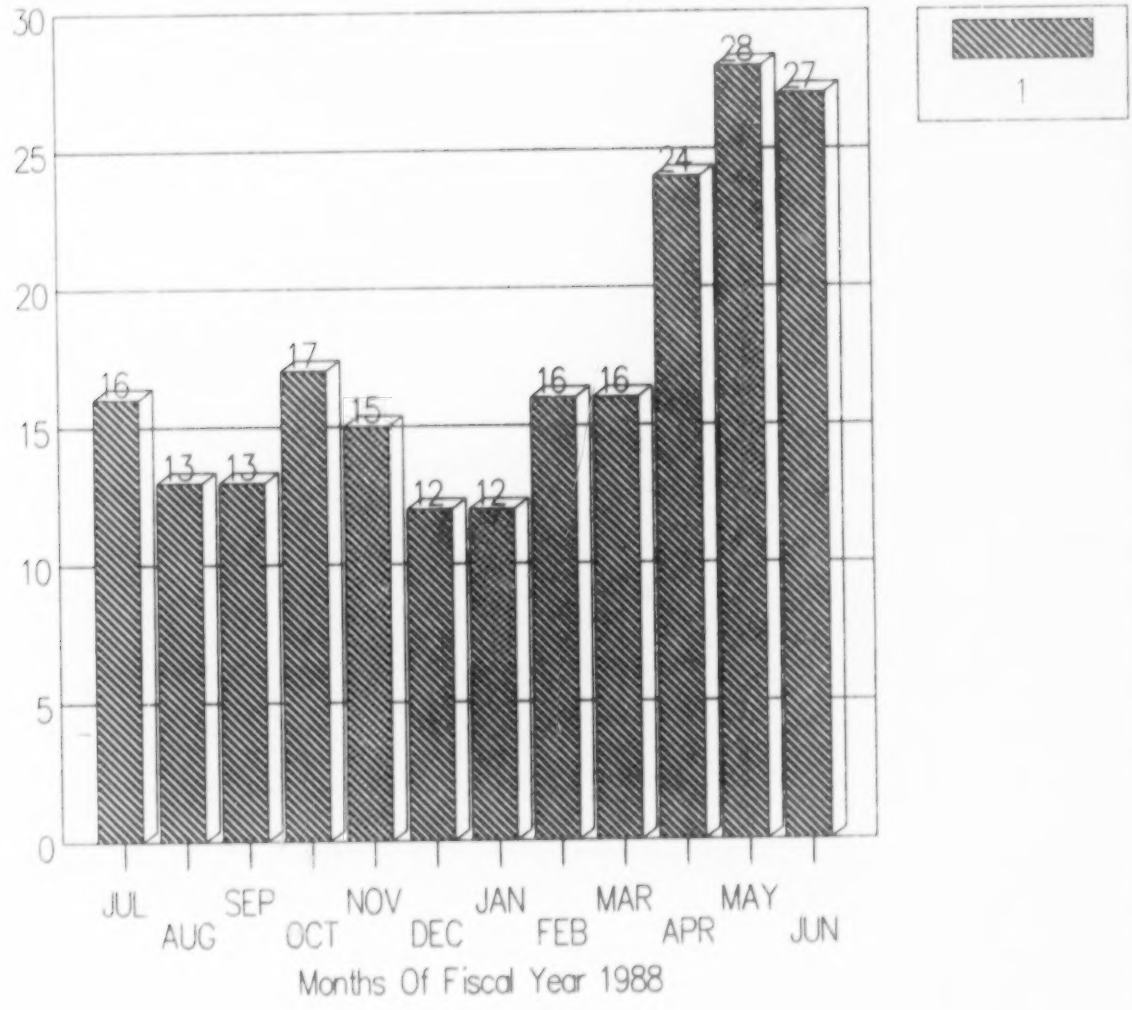
(3) The Classification Committee discusses the application and if it recommends approval, a packet, including the application, relevant reports and other documentation is forwarded to the Board of Charities and Reform for final approval or disapproval;

(4) Once approved by the Board, a man obtains employment in the community, and he is then officially considered to be on the Work Release Program.

This process takes about 1 1/2 to 2 months, so ideally the man will be eligible to participate in Work Release for about 6 months. However, in many cases there are circumstances which prevent a man from going through the process until he is about 3 or 4 months from his date of release. Thus, some men participate in the program for only 2 or 3 months. Of course, when a man is revoked from the program for a rule violation, his period of participation is abruptly cut short.

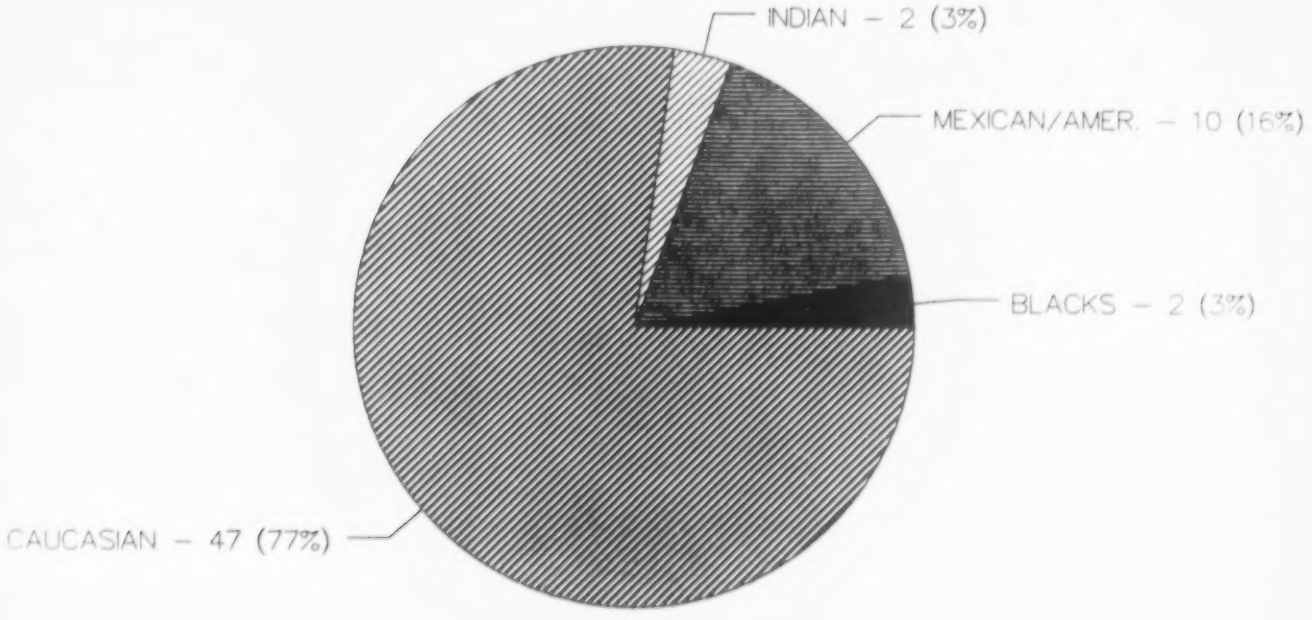
During FY 88, 4 of the cases which were submitted to the BCR from the Riverton program were rejected by the BCR. For most of those identified as potential problems for approval by the BCR, arrangements were made for a pre-consideration personal interview by a representative of the BCR, while visiting the Honor Farm. This enabled many of these persons to be approved when discussed at the BCR meeting. Of the 61 participants in the Riverton program during FY 88, 6 were revoked because of rule violations. Of those revoked, none were charged with a new crime. In addition to the revocations there were some participants who were temporarily suspended from the program for less serious problems and later reinstated on the program prior to the end of FY 88. Of the 6 revocations, 1 involved being in an unauthorized area, 3 involved misuse of a controlled substance, alcohol or drugs, one each were for disrespect, being fired by employer, and for cashing a paycheck without permission. Statistical information is presented in greater detail in tables which follow later in this report.

TABLE 1



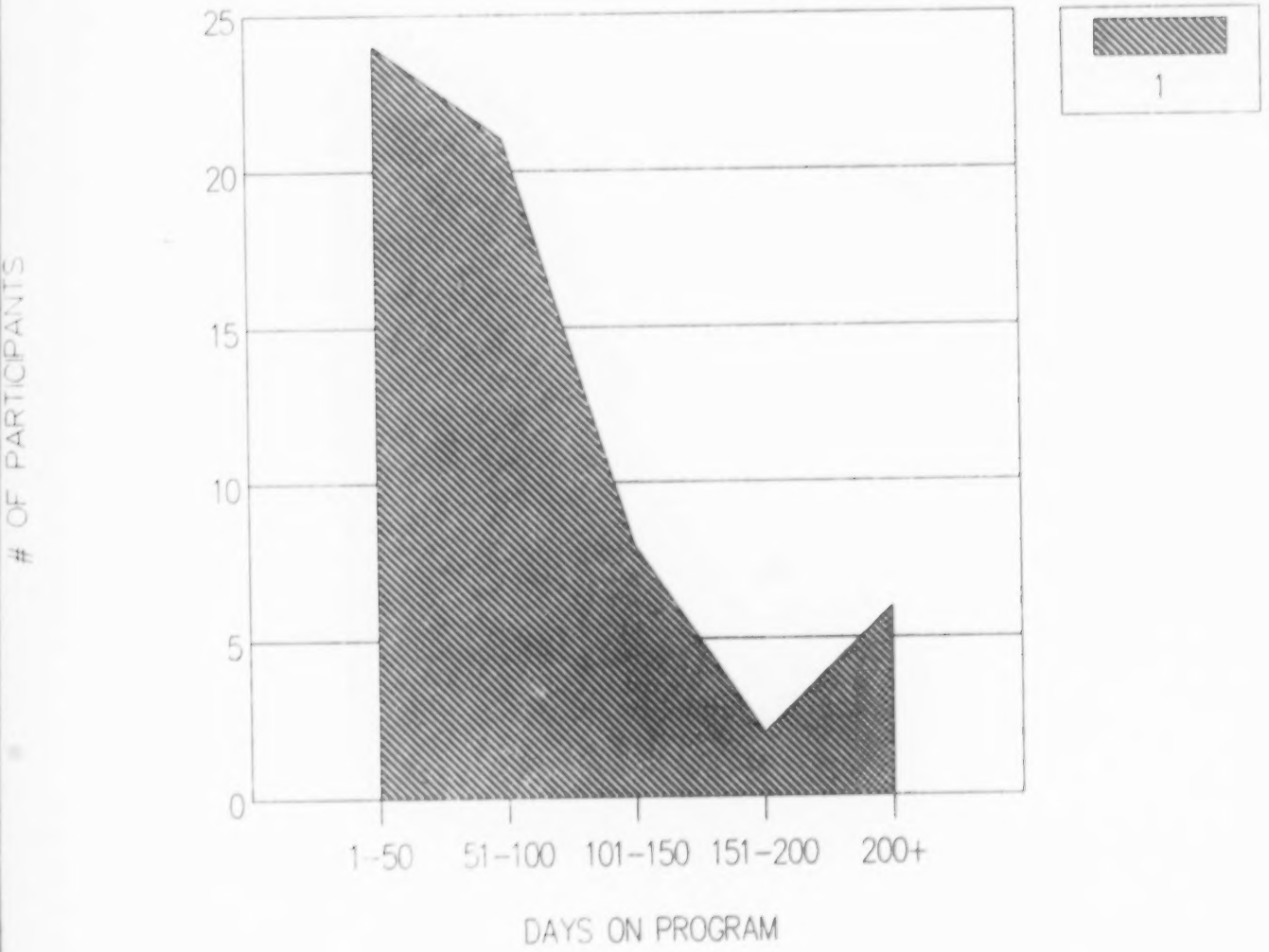
This table shows the number of men who participated in the Riverton Work Release program during the indicated months of FY88. There were never more than 28 men on work release at one time throughout the year.

TABLE 2
RACIAL/ETHNIC BREAKDOWN FY 88



This graph indicates the racial/ethnic breakdown of those who participated in the Riverton Work Release Program during FY88. It should be noted that there are very few minorities under the jurisdiction of this agency (Wyoming State Honor Farm). Every opportunity is given for participation on Work Release by those who oversee the program to any man who meets the basic qualifications. Three of those revoked from the work release program this year were Caucasians, and three were Mexican-American.

TABLE 3



This graph depicts the duration of participation of those who were on the Work Release Program in FY88 (Wyoming State Honor Farm).

Table 4

There were 5,065 man-days served by the 61 men who participated on Work Release during FY 88. It should be pointed out that many of these were on the program during the latter part of FY 87 or are still on the program now, in early FY 89, and their man-days, wages, expenses, etc. as reported here include that time spent on the program during FY 87. Our data collection mechanism is such that this manner of reporting is necessary. Also it is felt that this arrangement gives a more comprehensive picture of the actual experiences of a participant during the time he is on the program. The man-days served are shown on the following table, along with the type of termination the individual experienced. Those individuals who were still on the program at the expiration of FY 88 were shown as "NA" as to the type of termination and release check. Also shown is the amount of money received from wages earned, room and board paid during FY 88, as well as the amount received upon release. The totals received as wages are not equalled by amounts shown as paid out on the table; this graph is not designed to balance in that manner. A significant amount of the earnings, usually about half, went for other purchases such as food, clothing, work-related equipment or supplies, transportation, vehicle purchase, or personal items and incidentals.

The table shows that 61 participants paid a total of $12,194.39 toward support of their families or for restitution, court-ordered or otherwise. It is believed that a good part of this money supplanted that would have been paid by the State DPASS to maintain these families. It is the policy of the Work Release Program to cooperate to the maximum degree with the support collection branch of the State DPASS Office and a close working relationship is maintained. Also, there are some residents who come into prison with court-ordered restitution to be paid. It is the policy of the Work Release Program to ensure that this is paid also, as well as other types of restitution. Upon their departure from incarceration in Riverton, many of those who were participants during FY 88 had purchased vehicles for needed transportation.

TABLE 4

Fiscal Year '88: July 1, 1987 thru June 30, 1988

NAME	DAYS IN PROGRAM	TYPE OF TERM *1	WAGES RECEIVED	ROOM & BOARD PD.	SUPPORT & RESTITUTION	RELEASE CK REC'D *2
1 Andrews, Will	202	N.A.	$4,118.70	$398.00	$669.78	N.A.
2 Blissard, Denny	12	P	$289.00	$58.00	$0.00	$81.00
3 Bock, Thomas	17	P	$4,195.00	$146.00	$310.00	$895.00
4 Braddock, Ed	73	P	$2,979.95	$106.00	$0.00	$2,176.38
5 Candelaria, Jesse	123	T	$897.57	$92.00	$38.27	$140.73
6 Clark, Don	20	N.A.	$1,251.26	$62.00	$70.00	$333.10
7 Collins, Paul	212	N.A.	$814.76	$56.00	$81.46	$56.59
8 Daviss, Robert	14	N.A.	$1,919.77	$62.00	$0.00	N.A.
9 Domson, Randy	7	T	$43.55	$0.00	$0.00	$23.55
10 Doty, Chauncey	79	P	$694.29	$18.00	$227.00	$74.29
11 Doty, Robert	29	T	$350.00	$32.00	$0.00	$62.50
12 Douglas, Lauren	22	N.A.	$2,525.71	$56.00	$700.00	$1,298.51
13 Dreiling, Jim	85	N.A.	$1,672.92	$208.00	$166.00	$287.92
14 Duran, Mike	82	R	$792.38	$42.00	$36.00	$120.38
15 Eads, George	28	T	$296.11	$20.00	$0.00	$180.11
16 Ekwall, Robert	84	T	$595.00	$60.00	$0.00	$398.94
17 Engavo, John	36	N.A.	$440.00	$40.00	$301.84	$40.16
18 Garcia, Danny	174	D	$1,384.38	$100.00	$0.00	$172.11
19 Garcia, Sebastian	35	R	$345.74	$22.00	$52.55	N.A.
20 Harvey, Clyde	55	T	$338.27	$14.00	$0.00	$11.27
21 Hill, Jerry	42	N.A.	$1,446.70	$136.00	$66.65	N.A.
22 Hoskins, James	87	P	$62.67	$2.00	$12.00	$8.67
23 Jaramillo, Billy	143	N.A.	$3,471.29	$198.00	$701.83	N.A.
24 Jurkovich, David	66	N.A.	$1,460.53	$82.00	$165.00	N.A.
25 Kates, Josh	49	P	$0.00	$0.00	$0.00	$0.00
26 Keckler, George	52	D	$156.79	$6.00	$0.00	$0.00
27 Lehman, David	121	P	$1,475.00	$150.00	$0.00	$353.83
28 Lively, Evan	172	P	$350.00	$44.00	$0.00	$100.00
29 Maddelein, Tim	85	N.A.	$1,439.74	$100.00	$0.00	$140.74
30 McAlexander, Will	130	P	$4,234.80	$153.00	$1,200.00	$647.58
31 McCauley, James	28	T	$445.80	$14.00	$122.88	$188.92
32 McGregor, Mark	74	D	$726.93	$64.00	$55.43	$103.50
33 McKing, Pete	52	N.A.	$1,561.53	$72.00	$83.60	N.A.
34 Morris, Frank	277	N.A.	$6,226.13	$520.00	$1,025.00	N.A.
35 Murphy, Joe	299	P	$2,500.00	$70.00	$1,550.00	$800.00
36 Myers, James	73	N.A.	$380.00	$10.00	$37.65	$118.00
37 Noetzelmann, Tyronne	8	T	$0.00	$0.00	$0.00	$0.00
38 Nelson, Ricky	91	P	$909.72	$44.00	$232.01	$120.00
39 Nicholson, Rick	64	P	$1,000.00	$0.00	$500.00	$500.00
40 Noleman, Dan	80	P	$585.00	$10.00	$193.54	$316.46
41 Olson, Rodney	12	N.A.	$2,204.99	$128.00	$50.00	N.A.
42 Pack, Don	122	P	$1,900.00	$124.00	$125.00	$656.00
43 Pena, Domingo	80	P	$280.00	$58.00	$29.95	$17.09
44 Porter, Harold	49	R	$100.00	$60.00	$40.00	$0.00
45 Reynoldson, Arlan	41	R	$516.89	$40.00	$218.72	$53.17
46 Ricks, Arthur	113	N.A.	$2,177.17	$296.00	$622.16	N.A.
47 Rivera, Murrell	85	P	$1,503.74	$104.00	$581.00	$120.00
48 Rodriguez, Lorenzo	34	P	$497.12	$18.00	$0.00	$150.00

TABLE 4 (cont.)

	NAME	DAYS IN PROGRAM	TYPE OF TERM *1	WAGES RECEIVED	ROOM & BOARD PD.	SUPPORT & RESTITUTION	RELEASE CK REC'D *2
49	Rodriguez, Paul	9	N.A.	$1,125.87	$64.00	$20.00	N.A.
50	Schaible, Dane	2	N.A.	$442.70	$34.00	$25.00	$117.15
51	Scott, Mike	68	P	$1,143.94	$100.00	$743.27	$170.67
52	Shephard, Brad	267	N.A.	$131.27	$30.00	$10.00	$0.00
53	Sheridan, Mike	38	N.A.	$1,818.53	$122.00	$688.36	$150.00
54	Sommers, Gary	35	T	$303.00	$0.00	$200.00	$0.00
55	Standley, John	120	P	$1,060.30	$188.00	$0.00	$69.30
56	Stewart, Tim	40	P	$179.06	$46.00	$0.00	$76.28
57	Thompson, Dave	258	T	$560.65	$44.00	$180.09	$30.53
58	Tortalito, Kenneth	28	R	$162.87	$22.00	$62.35	$78.52
59	Walker, Ed	195	R	$2,234.07	$246.00	$0.00	$366.00
60	Weekley, Daniel	35	N.A.	$70.00	$40.00	$0.00	$29.00
61	Wilson, Mark	52	P	$673.73	$78.00	$0.00	$141.80
	FY 88 TOTALS:	5065		$73,462.89	$5,109.00	$12,194.39	$11,975.75
	FY 87 TOTALS:	5138		$50,092.19	$3,632.00	$10,032.13	$16,077.40

*1 Type of Termination: R - Revoked
P - Paroled
D - Discharged
T - Transfered

*2 Release Ck. Rec'd: N.A. - Man was not released during FY 88

WOMEN'S CENTER
LUSK, WYOMING

JUDY UPHOFF
WARDEN

I N T R O D U C T I O N

A Women's Correctional facility was temporarily established on the grounds of the Wyoming State Hospital by the 1977 Legislature. This move was necessary due to the cancellation of a contractual agreement with the State of Nebraska to house sentenced female felons.

The Forty-Fifth Legislature formally created the Wyoming Women's Center in January, 1980. This same legislation placed the facility under the general supervision of the Board of Charities and Reform. (9-6-164, 1977 republished statutes.)

The January, 1981, Legislature amended the above action by authorizing the establishment of a permanent facility in Lusk, Wyoming. The new facility became operational in September, 1984 when the inmates were transferred from the Wyoming State Hospital in Evanston to Lusk.

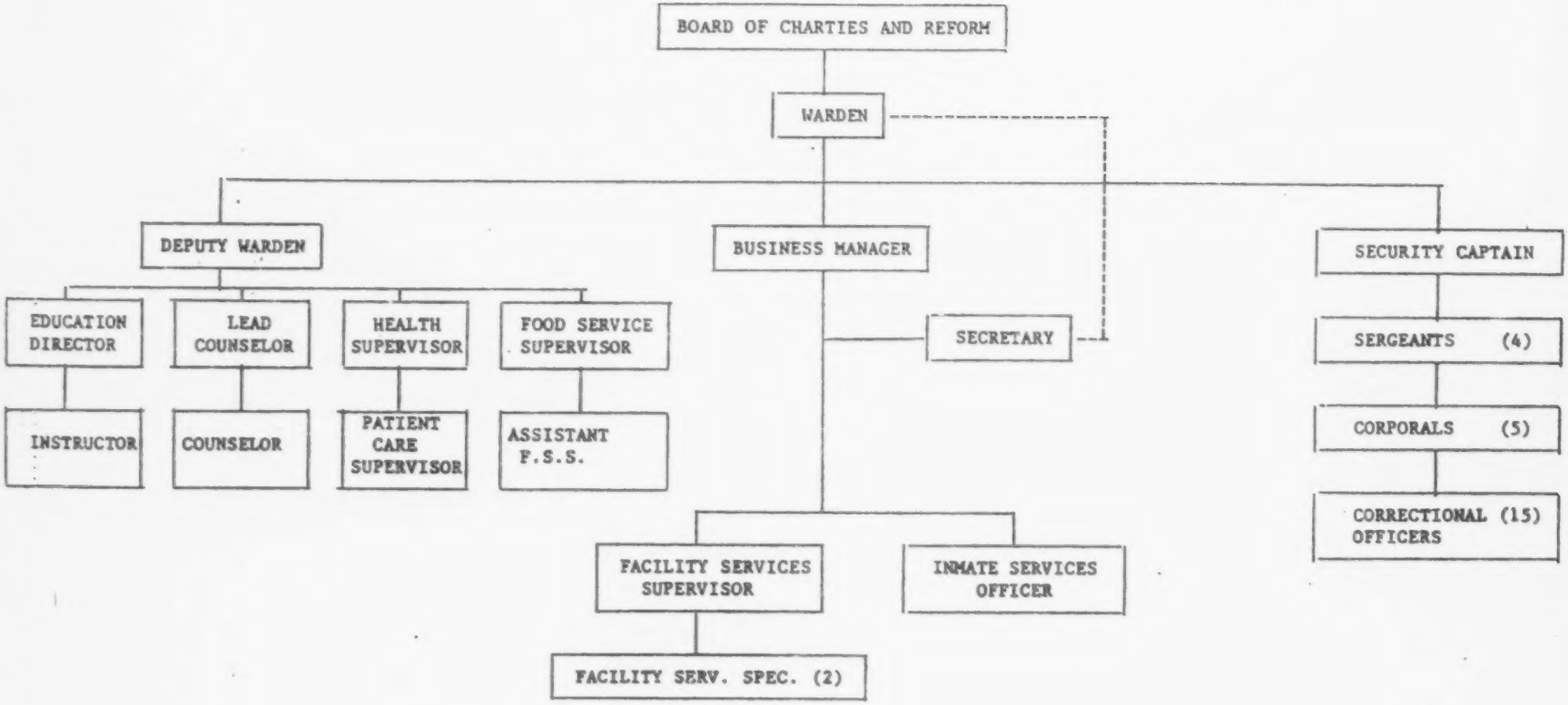
The Women's Center is charged with providing a place of secure confinement for the sentenced female felon. Within this setting, it is the responsibility of the administration and staff to ensure to the fullest extent possible, the following:

a) The protection and safety of community, staff and inmates.

b) Provide training for staff that prepares them to function at a high level of compentency within a penitentiary setting.

c) Develop and implement positive reintegration programs to meet the needs of the female offender under the supervision of the Board of Charities and Reform.

d) Provide for the general physical, psychological and spiritual well-being of inmates.


BOARD OF CHARTIES AND REFORM
WARDEN
DEPUTY WARDEN
BUSINESS MANAGER
SECURITY CAPTAIN
EDUCATION DIRECTOR
LEAD COUNSELOR
HEALTH SUPERVISOR
FOOD SERVICE SUPERVISOR
SECRETARY
SERGEANTS (4)
INSTRUCTOR
COUNSELOR
PATIENT CARE SUPERVISOR
ASSISTANT F.S.S.
CORPORALS (5)
CORRECTIONAL (15) OFFICERS
FACILITY SERVICES SUPERVISOR
INMATE SERVICES OFFICER
FACILITY SERV. SPEC. (2)

TOTAL POPULATION

BREAKDOWN OF THE WYOMING WOMEN'S CENTER

JULY 1, 1987 THROUGH JUNE 30, 1988

Total Population July 1, 1987		50
Admissions:		
New Court Commitments	21	
Parole Revocations	0	
Transfers	0	
Total Inmates Handled		71
Releases:		
Released to Parole	10	
Released to Probation	4	
Released to Appeal Bond	0	
Released to Detainer	1	
Expiration of Sentence	6	
Transfer	0	
WSH	1	
Total Releases		22
Total Population June 30, 1988		49

RESIDENT PROFILE STATISTICS

DEMOGRAPHIC

AGE - YEARS	COUNT	%
15-24	27	38
25-34	24	34
35-44	15	21
45-54	5	7
55 plus	0	0
TOTALS	71	100

ETHNIC GROUP	COUNT	%
Caucasian	51	72
Hispanic	7	10
Black	10	14
Native American	3	4
Asian	0	0
TOTALS	71	100

RESIDENCE

	COUNT	%
Native	18	25
Less than 1 yr.	12	17
1-3 yrs.	11	16
4-6 yrs.	8	11
7-9 yrs.	2	3
10-plus	20	28
Transfer	0	0
TOTALS	71	100

SENTENCING COUNTY

	COUNT	%
Platte	0	0
Sweetwater	6	8
Park	6	8
Fremont	6	8
Sheridan	5	7
Laramie	8	11
Crook	0	0
Natrona	12	17
Campbell	7	10
Carbon	3	5
Lincoln	1	1
Teton	2	3
Weston	4	6
Uinta	3	5
Goshen	3	5
Hot Springs	2	3
Washakie	0	0
Albany	0	0
Converse	0	0
Niobrara	1	1
Sublette	0	0
Johnson	1	1
Big Horn	1	1
Transfer	0	0
TOTALS	71	100

RESIDENT PROFILE STATISTICS

ALCOHOL USE

	COUNT	%
Yes	46	65
No	25	35
TOTALS	71	100

DRUG USE

	COUNT	%
Yes	46	65
No	25	35
TOTALS	71	100

OFFENSE HISTORY

PREVIOUS CONVICTIONS

	COUNT	%
None	44	62
One	23	32
Two & Over	8	6
TOTALS	71	100

PRESENT OFFENSE

	COUNT	%
Kidnapping	1	1
Felonious Property Destruction	1	1
Conspiracy to Escape by Violence	2	2
Aggravated Vehicular Homicide	2	2
Drug Related	5	7
Burglary/Property	12	18
Forgery/Checks/Credit	18	26
Assault/Abuse	4	6
Murder/Manslaughter	11	16
Parole/Probation Violation	14	20
Unauthorized Use of Motor Vehicle	0	0
Arson	1	1
TOTALS	71	100

RESIDENT PROFILE
STATISTICS

MARITAL HISTORY

MARITAL STATUS

	COUNT	%
Never Married	25	35
Married	15	21
Separated	2	3
Divorced	23	33
Widowed	6	8
TOTALS	71	100

CHILDREN (UNDER 18)

	COUNT	%
None	27	38
One	20	28
Two	14	20
Three	6	8
Over Three	4	6
	71	100

EDUCATIONAL LEVEL AT END OF REPORTING PERIOD

	COUNT	%
Special Ed	2	3
Less than HS	11	16
High School	12	17
1-2 College	6	8
G.E.D.	40	56
TOTALS	71	100

MINIMUM SENTENCE

	COUNT	%
0-11 mo.	1	1
11-23 mo.	25	35
24-59 mo.	32	45
120 mo.& over	6	9
TOTALS	71	100

MAXIMUM SENTENCE

	COUNT	%
12-23 mo.	2	3
24-59 mo.	33	46
60 mo.& over	36	51
	71	100

PROGRAM 01 - ADMINISTRATION

OBJECTIVES

1. Design and develop a program and the necessary forms for inmate behavioral assessments.

2. Provide supervisory training for the sergeants and corporals and inmate supervision training for the correctional officers.

   Provide necessary medical training for correctional staff and other staff as needed.

   Increase inservice training for the inmates employed in the kitchen.

3. Purchase computers and set up applications to handle the inmate financial transactions, the Commissary fiscal and inventory data, and institution accounts payable.

4. Incorporate State of Wyoming Performance Appraisal System into existing W.W.C. appraisal system.

5. Maintain food costs at $3.00/inmate/day.

ACCOMPLISHMENTS

2. Sergeants and corporals completed 150 hours supervisory training with credit given through the National Institute of Corrections - A.C.A. Correctional officers received 80 hours of training in areas of inmate supervision, with credit given through the A.C.A.

   The majority of staff were CPR certified and received 8 hours of training on AIDS. Sergeants and corporals received 16 hours training in medication administration, suction, CPR masks and oxygen administration.

   Inservice training was increased for the 14 inmates employed in the kitchen. Areas of training included on-the-job safety, food selection and preparation, sanitation, and preparation of special diets as ordered by medical staff.

5. Maintained food costs at $3.00/inmate/day through a bidding process, menu planning and training.

NOTE: Objectives 1, 3, and 4 were also accomplished.

PROGRAM 02 - SUPPORT SERVICES

OBJECTIVES

1. Apply for a grant to implement educational component to the existing drug and alcohol groups.

2. Research cost of updating and putting into use the inactive solar system.

3. Modernize education department.

4. Continue positive participation in the community.

5. Plan a month of activities for the inmates that will involve them in the arts to help to broaden their perspective.

6. In the maintenance area we need to plant a shelter belt, construct a cold frame, and rebuild the storage shed that was destroyed this past winter. We also need to install a lift to improve our ability to work on state owned vehicles.

7. Research and implement a program for vocational assessment and evaluation of the inmates.

8. Hire a second counselor after obtaining Governor's approval.

9. Evaluate and modify Rap model for all classifications.

10. Increase accountability of internal department heads.

ACCOMPLISHMENTS

1. Applied for and received a grant for $2500.00 that will be used to buy the necessary materials to implement an educational component to the existing drug and alcohol groups.

3. Updated the education department through the purchase of a PC, textbooks and resource materials and sewing and cooking lab equipment. We have updated the basic skill classes, GED program and catalogued the institution library books.

4. Increased involvement with the community through the inmate participation in the Certified Nurses Aides program and the Educational/Vocational Work program. These programs provide the community with needed services and the inmates are paid in Special Good Time.

5. During the month of July we planned a variety of activities and projects to expose the inmates to the arts. This included a play, "Butterflies Are Free", written and produced by Marie Cartier with the inmates participating as actors; classes in

pottery, drawing, painting, writing and acting; recreational activities which included music performances, cookouts, picnics, and softball.

7. Incorporated extensive vocational assessment and evaluation through the Vocational Assessment Center, Eastern Wyoming College.

NOTE: Objectives 2, 6, 8, 9, and 10 were also accomplished.

PROBLEM AREAS

1. Cost containment in the area of food and utilities.
2. Staff moral.
3. Overtime expenditures (medical/dental transports, lack of services in Lusk).
4. Staff shortage (officers, nurses, maintenance).
5. Rising cost of medical care (lack of services in Lusk).
6. Possibility of lack of funds through grants therefore need to incorporate cost of learning lab in the budget.

GIRLS' SCHOOL
SHERIDAN, WYOMING

JACK GEISLER
SUPERINTENDENT

INTRODUCTION

A. GOALS OF THE AGENCY

The purpose of the Wyoming Girls School has been defined by Wyoming Statutes 9-412 which state that, "There shall be established within the State, County of Sheridan, an institution which shall be known as the Girls' Industrial Institute (Wyoming Girls School) for the custody and discipline of such incorrigible girls as may be committed by trial courts...."

In keeping with legislative intent, it is the objective of the Wyoming Girls School to provide for each girl the opportunity to develop to her fullest potential - to become the best person she can be. It is contended that this can best be accomplished in an atmosphere that demands fairness, that favors self-discipline, and that promotes the worth and dignity of the individual.

The following services are provided to carry out the above purpose:

1. Accept and transport youths committed by courts.
2. Maintain minimally restricted and sheltered environment.
3. Provide for medical, dental, optical, and other health care needs.
4. Determine and develop social, psychological, and educational level of youth.
5. Readjust values, attitudes, and behavior needed for acceptable community living.
6. Re-establish communication and contact between family and youth.
7. Assist in providing aftercare services upon release from the institution.

Statistical information contained in the following tables is provided to describe the population of the institution.

Table I Population Movement 7-1-87 to 6-30-88

New Admissions	116
Number of Discharges	109
Number of Trial Placements	149
Average In-House Population	86
In-House Population End of Period	74

The foregoing information depicts the movement of clients through the institution for the most recent fiscal year. There has been no attempt to restrict or limit admissions and all referrals from committing courts have been accepted and transported at the time of notice. Behavioral and attitude adjustments resulted in 149 provisional placements and 109 discharges. In-house population was at or beyond desirable levels throughout the year.

Table II Admission by County of Origin for FY 1988.

Albany	7	(6.0%)	Lincoln	2	(1.7%)
Big Horn	5	(4.3%)	Natrona	22	(19.0%)
Campbell	6	(5.2%)	Niobrara	0	
Carbon	1	(0.9%)	Park	3	(2.6%)
Converse	2	(1.7%)	Platte	3	(2.6%)
Crook	1	(0.9%)	Sheridan	8	(6.9%)
Fremont	5	(4.3%)	Sublette	0	
Goshen	1	(0.9%)	Sweetwater	19	(16.4%)
Hot Springs	1	(0.9%)	Teton	4	(3.4%)
Johnson	0		Uinta	8	(6.9%)
Laramie	16	(12.9%)	Washakie	2	(1.7%)
			Weston	0	

Table III Offenses For Which Youth Were Committed

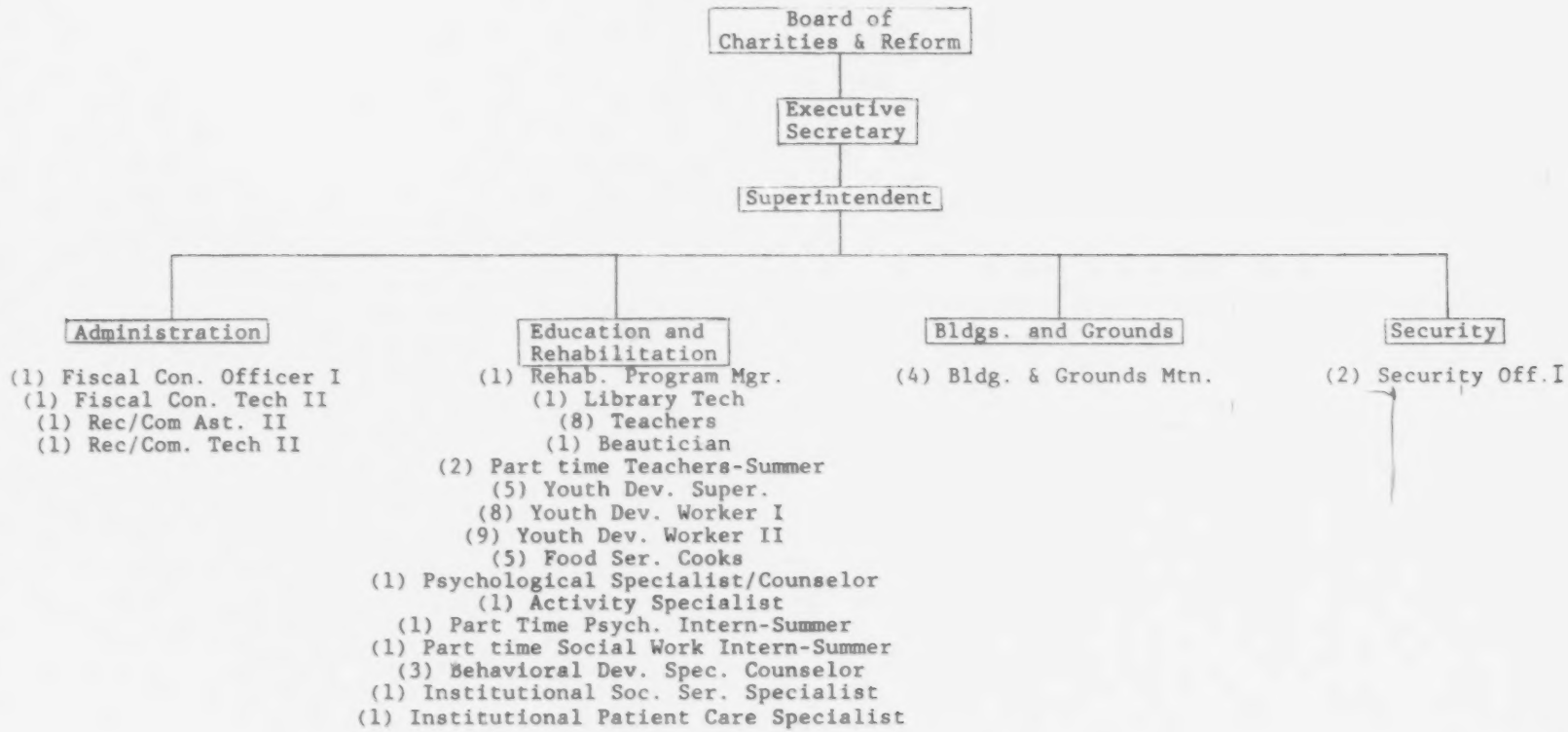
Child In Need of Supervision	48	(41.4%)
Probation Revocation	17	(14.7%)
* Temporary Commitment	13	(11.2%)
Delinquent	12	(10.3%)
Runaway	6	(5.2%)
Best Interest	5	(4.3%)
Beyond Parental Control	4	(3.4%)
Inter-Institutional Transfer	4	(3.4%)
Incorrigible	2	(1.7%)
Truant	2	(1.7%)
Unauthorized Use of Credit Card	1	(0.9%)
Wayward Child	1	(0.9%)
Delivery of Controlled Substance	1	(0.9%)

The category of CHINS (Child In Need of Supervision) accounted for the largest percentage of admissions. This category has become a convenient legal description and includes, but does not define, a variety of behavioral and emotional characteristics.

* Of the 13 originally committed temporarily, four were later committed (1 Runaway, 1 Probation Revocation, 2 Delinquent). Seven were not committed, and two are at the Girls School at the present time awaiting their hearings.

B. Increased efforts in working with youngsters and also their families has resulted in parents being helped to regain control of their children, thus, during the past year 149 probationary or trial placements were initiated, and during the year 109 placements resulted in discharge.

WYOMING GIRLS SCHOOL



Authorized Positions:
55 Full Time
4 Part Time

ACCOMPLISHMENTS AND OBJECTIVES

A. Objectives by Division

1. Administrative Goals

a. To provide a restricted but therapeutic environment for adolescent girls

b. To shorten the length of institutionalization through intensified treatment program

c. To promote staff training to accomplish stated goals

2. Educational and Rehabilitative Goals

a. Determine aptitude, interest, intellectual, and educational levels through tests and observation

b. Remediate educational deficiencies

c. Teach more acceptable use of leisure time

d. Enhance self-worth and personal growth through positive experiences

e. Maintain living areas conducive to growth and development of youth

f. Encourage habits of self-appraisal, honesty, and responsibility

g. Establish contact and communication with families

h. Develop habits of acceptable personal appearance and conduct

3. Building and Grounds Goals

a. Improve and maintain condition of physical plant and grounds and related equipment

4. Security Goals

a. Provide for safety and security of buildings and occupants

b. Provide emergency after hours supervision and assistance to dormitories

c. Continue completion of recommendations from the Department of Fire Prevention and Electrical Safety

ACCOMPLISHMENTS AND OBJECTIVES (Continued)

The major emphasis at the Wyoming Girls School remains that of providing some remedy for troubled girls and their families. The statistical data on the following pages provides evidence that some success has been achieved in providing a controlled yet wholesome environment that can contribute to problem solution and growth.

Of particular significance are those statistics that describe the educational achievements of students.

Table IV describes educational progress expressed in terms of grade levels. Scores were obtained from the administration of a standardized achievement test, the California Achievement Test.

Table IV Educational Progress

Subject	# of Students	Grade level before	Grade level after	Gain	Time between tests
Reading	115	8.8 grade	10.2 grade	1.4	6 mos.
Language	115	8.7 grade	9.9 grade	1.2	6 mos.
Math	115	8.7 grade	9.8 grade	1.1	6 mos.

The improvement in basic subject areas testifies to the excellent quality of work produced by students and staff. While test scores are not the only measure of success, they are one means of evaluating the results of the rehabilitative effort.

Remodelling necessary to meet fire and safety codes has been essentially completed on all living units as well as the education building. Plans are underway to accomplish energy conservation through improvement to the heating systems in two dormitories.

PROBLEMS AND RECOMMENDATIONS

This institution has earned a good reputation for its efforts in dealing with troubled girls, and regardless of prior behavior problems or treatment efforts, all youth referred by the courts have been admitted.

It is strongly suggested that attention be given to employee salary adjustments. It seems apparent that the formulation of a statewide compensation plan and a performance appraisal system is an expensive venture and is yet some years away. In the meantime, employees at this institution have been and are continuing to perform their duties in a satisfactory manner. An increase to the base salary of all persons, other than those at the management level, would go a long way toward insuring the present level of service.

BOYS' SCHOOL
WORLAND, WYOMING

DAVID RENAUD
SUPERINTENDENT

I N T R O D U C T I O N

Intake was down somewhat in calendar year 1987 with 205 students received and 225 released. The average length of stay did increase from about five months to about six. Twenty percent of intake were temporary detainees meaning that either they were awaiting further court proceedings, placement at a private residential or group home, or placement at the Youth Treatment Center or the Wyoming State Hospital. Although most of our students are placed with us for property offenses, we have students in our population for reasons ranging from status offenses to second degree murder. Thirty percent of our students have been identified as either the victims or perpetrators of sexual abuse; to that end, we have a specialized sexual abuse group. Sixty percent of our students have serious substance problems; to that end we have a specialized group dealing with substance abuse. We also provide individual and group counseling, an academic program, several vocational opportunities, and some hands-on work experience.

The type of students we are geared toward are delinquent youth without learning disabilities. Our primary goal in treating the youth entrusted to our care is to teach them social responsibility. Typically, children who are sent to us have been placed at several placements outside of the parental home and have learned to remove themselves from those situations by failing. They have a great deal of mistrust for adults, especially those with direct authority over them. They have sometime in their past, shown their lack of socialization by committing an act which, were they an adult, would have been perceived as a crime against society. It is, therefore our responsibility to modify their behavior and attitudes towards society. In order to planfully accomplish this, the special needs of each student are diagnosed and a plan is developed including both clinical and educational goals. The primary treatment modality employed is that of behavioral modification, the nature of which means negative behavior results in consequences and positive behavior results in rewards.

Currently, there are two major forces having a significant impact upon us. The first is that we are in the process of replacing the dilapidated, antiquated and, in all honesty, dangerous building where our students live, with modern, secure and safe living units built on a cottage-type model. While I realize that there is a segment of the populace which thinks that we should not put the resources into an institution, rather the money should go to community alternatives, my response is that it should not be an either/or situation, rather that <u>both</u> are needed. Construction has started on the second of the four proposed units.

The second, and perhaps most notable, inducement to change is the charge by the Board of Charities and Reform, and a personal commitment, to eventually become accredited by the American Correctional Association's Commission on Accreditation for Corrections. This means meeting 420 standards covering intakes to releases and every conceivable aspect of the program in between the two.

The achievements of the accreditation process will result in: an increased effectiveness of programs and operations; a safer cleaner, and healthier environment for staff and students; improved staff communications; removal of the ambiguities from the rights, privileges and respnsibilities of students; and clearly defined expectations and requirements for both students and staff.

V E H I C L E S

S-298- - - - - - -1981 Ford Pickup
S-299- - - - - - -1975 Ford Pickup
S-18 - - - - - - -1981 GMC Van
S-93 - - - - - - -1985 Buick Sedan
S-303- - - - - - -GMC 1 Ton
S-305- - - - - - -1968 Checker Bus
S-354- - - - - - -1965 International Dump
S-631- - - - - - -GMC Pickup
S-632- - - - - - -GMC Pickup
S-700- - - - - - -1977 Ford Van
S-12 - - - - - - -1986 Pontiac Sedan

Note: All vehicles assigned to this institution are in a pool, none are assigned to individuals.

A C C O M P L I S H M E N T S

1. Community involvement included: Forest Service "adopt a "trail"; weeding of mainstreet and vacant lots; senior citizen projects; tree planting; continuation of parks, cemeteries, and golf course improvement; Leo/Key Club cleanup project; built flower boxes/fence on mainstreet; museum assistance; Bureau of Land Management projects; setting up for County Fair and Dad Worland Days; and assisted a University of Wyoming intern student working with the Bureau of Land Management.

2. Have two staff certified to teach the MANDT system of managing non-aggressive and aggressive people

3. In the process of computerizing major business office functions.

4. Opened one new dormitory and have began the process of construction of dormitory number two.

5. Fire code compliance project in the academic school and old gymnasium has been completed.

6. Performance Appraisal System implemented.

7. Menus for students have been revised to provide healthier meals.

8. Began participation in the federal breakfast and lunch program.

9. North Living Unit complex has been sealed off and shut down.

10. $94,329 in grant monies secured.

11. Implemented a structured in-service training program for all staff.

12. Implemented vocational custodial/maintenance program.

13. Implemented a lifetime sports and cooperative educational program.

14. Two foster grandparents have been contracted to work with students on a one-to-one tutoring basis.

G O A L S

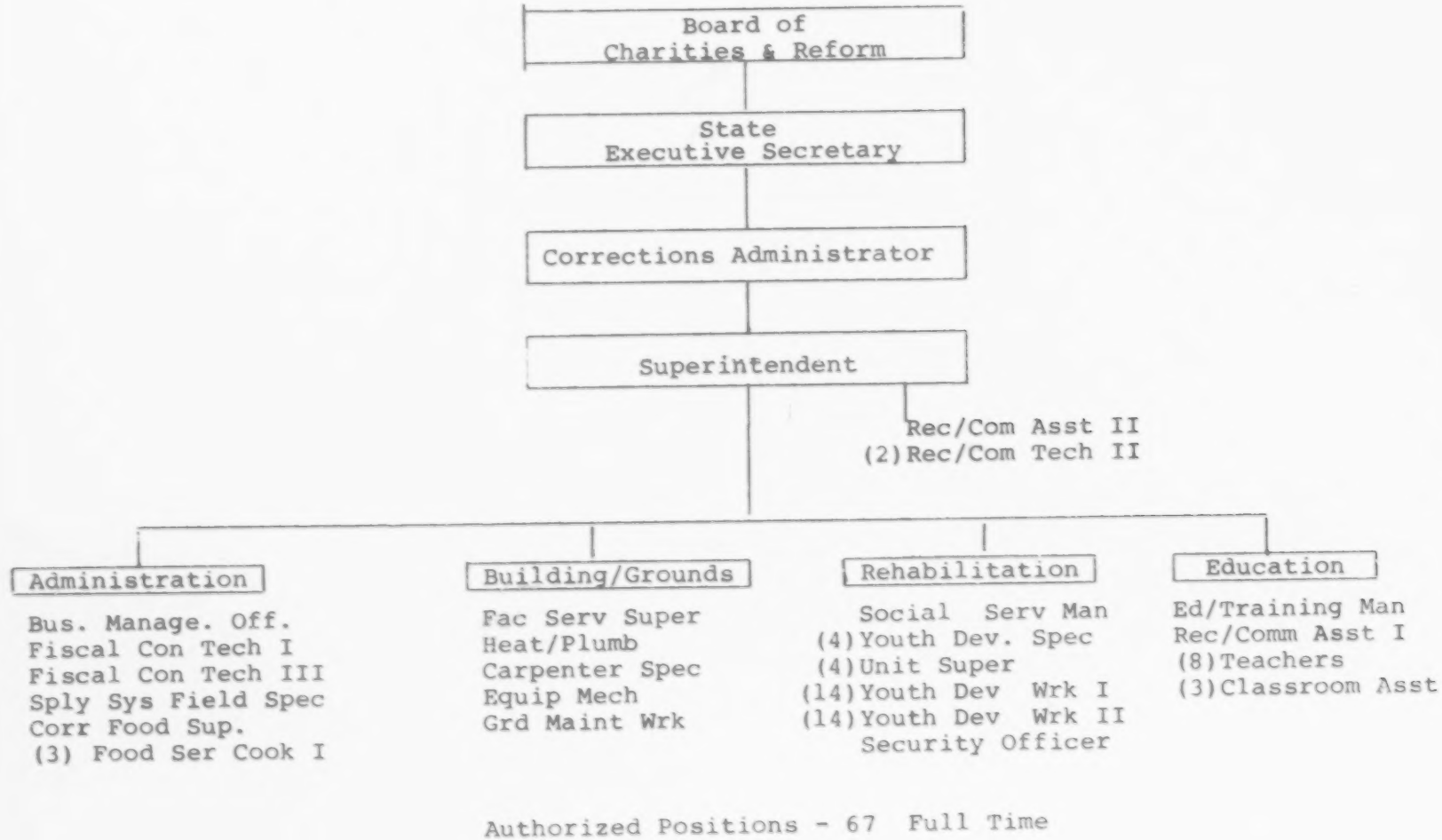
1. The existing living units in the south side of the old complex continue to deteriorate and still do not even approach meeting minimal fire code expectations. The maximum life expectency of this facility should be considered to be no longer than three years and preferably less. A capitol outlay request for $2,174,000.00 to complete the project has been made. This will provide two twenty-five bed units and a sprinkler/landscaping scheme.

2. Evaluation and updating all policies and procedures occurs on an ongoing basis using the American Correctional Association's Commission on Accreditation's Standards for Juvenile Training Schools as a guide.

3. The Boys' School will continue to strive towards accreditation through the Ammerican Correctional Association even though the budget request for actual participation was denied.

4. Due to legislation which is on the books and which is supported by the administration at the Wyoming Boys' School, Children in Need of Supervision will no longer held at the Wyoming Boys' School effective July 1, 1989.

WYOMING BOYS' SCHOOL



Authorized Positions - 67 Full Time

WYOMING BOYS' SCHOOL

POPULATION INFORMATION

January - - December

1987

INTAKE	FREQUENCY	PERCENT
New Students	112	54.6%
Returnees	51	24.8%
Temporary Detainees'	42	20.5%
	205	

INTAKE BY OFFENSE

OFFENSE		
Delinquent Child	140	68.3%
CHINS	10	4.9%
Adult	13	6.3%
Temporary Detainees	42	20.5%
	205	

INTAKE BY COUNTY

COUNTY		
Albany	3 (6)*	1.5% (2.5%)*
Big Horn	9 (8)	4.4% (3.3%)
Campbell	12 (27)	5.9% (11.1%)
Carbon	6 (9)	2.9% (3.7%)
Converse	2 (8)	1.0% (3.3%)
Crook	1 (1)	.5% (.4%)
Fremont	19 (14)	9.3% (5.8%)
Goshen	4 (5)	2.0% (2.1%)
Hot Springs	2 (4)	1.0% (1.6%)
Johnson	2 (0)	1.0% (0 %)
Laramie	16 (25)	7.8% (10.3%)
Lincoln	11 (7)	5.4% (2.9%)
Natrona	27 (37)	13.2% (15.2%)
Niobrara	1 (0)	.5% (0 %)
Park	13 (8)	6.3% (3.3%)
Platte	5 (1)	2.4% (.4%)
Sheridan	4 (6)	2.0% (2.5%)
Sublette	0 (3)	- (1.2%)
Sweetwater	32 (52)	15.6% (21.4%)

INTAKE BY COUNTY (con't)

COUNTY	FREQUENCY	PERCENT
Teton	13 (9)*	6.3% (3.7%)*
Unita	6 (1)	2.9% (.4%)
Washakie	15 (12)	7.3% (4.9%)
Weston	2 (0)	1.0% (0 %)
	205 (243)	* 1986 figures

INTAKE BY AGE

AGE		
12 years	3	1.5%
13 years	4	2.0%
14 years	22	10.7%
15 years	36	17.6%
16 years	63	30.7%
17 years	49	23.9%
18 years	24	11.7%
19 years	4	2.0%

INTAKE BY MONTH

January	16	July	15
February	16	August	21
March	21	September	24
April	11	October	20
May	19	November	9
June	19	December	14
		Total	205

RELEASES

Student released: 225 Average length of stay: 6.4

RELEASES BY COUNTY

COUNTY	FREQUENCY	PERCENT	AVERAGE LENGTH OF STAY
Albany	3	1.3%	12.3 months
Big Horn	8	3.5%	4.7 "
Campbell	18	8.0%	5.2 "
Carbon	6	2.7%	7.3 "
Converse	3	1.3%	9.7 "
Crook	2	1.0%	4.2 "
Fremont	20	8.9%	6.7 "
Goshen	5	2.2%	7.7 "
Hot Springs	2	1.0%	5.1 "
Johnson	1	.5%	7.7 "
Laramie	20	8.9%	9.3 "
Lincoln	15	6.7%	4.4 "
Natrona	23	10.2%	6.0 "
Niobrara	1	.5%	5.1 "
Park	14	6.2%	5.3 "
Platte	2	1.0%	3.5 "
Sheridan	7	3.1%	4.9 "
Sublette	2	1.0%	4.1 "
Sweetwater	38	16.9%	6.5 "
Teton	10	4.4%	5.9 "
Uinta	8	3.5%	9.4 "
Washakie	16	7.1%	5.1 "
Weston	1	.5%	3.9 "
	225		6.4

(Does not include Temporary Detainees or transfers to other Board of Charities institutions.) Average length of stay: 6.4 months. This figure compares to 5.01 months in 1986).

Staff turnover, 1987:

Retirements:	3	4.5%
Resignations:	8	11.9%
	11	16.4%

CHILDREN'S HOME
CASPER, WYOMING

GEORGE BROWN
SUPERINTENDENT

INTRODUCTION

The Wyoming Youth Treatment Center[1] is classifiable by National Institute of Mental Health indices as a specialty mental health organization/residential treatment center for emotionally disturbed children (RTC). RTCs are defined as psychiatric organizations (exclusive of hospitals) that provide professional mental health services to persons exhibiting moderate to severe emotional/behavioral disorders. Children Admitted to RTCs typically exhibit disorders classifiable pursuant to DSM-III-R[2] codes other than those for mental retardation, drug abuse related disorders, and alcoholism. RTCs provide these children long term programs of individualized multi-disciplinary treatment, directed by licensed and/or certified mental health professionals at the doctorate and masters level of clinical training. RTCs are not licensable as hospitals, but may be accredited by the Joint Commission on Accreditation of Hospitals (JCAH) pursuant to a separate set of standards established by the Commission.

The Center's facility was originally established at Casper in 1934 as the State Home for Dependent Children and is governed by the Board of Charities and Reform (BCR). Subsequent legislative session laws in the 1970s expanded the BCR's authority to provide treatment services for other than dependent children. W.S. 25-7-101 speaks to and authorizes the provision of services for children with "special treatment needs" who "are not otherwise adequately provided for". In 1982 the BCR adopted policy specifying the Center's mission to be provision of residential treatment for special needs children. In subsequent years both executive and legislative branches expressed interest in the Center achieving accreditation status from the JCAH. Funding for that initiative fell victim to budget constraints in response to the State's declining revenues. However, it did serve to establish legislative endorsement of the Center's residential treatment mission.

In recent years there has been a national trend to deinstitutionalize youth services in favor of community based services. Noteworthy is that statistical data available through 1985[3] does not reflect any corresponding reduction in the number of admissions to RTCs. In fact a slight increase in the number of admissions is discernible. Based on the 1985 data there appears to be some 350 children's RTCs nationwide, comprising a total of nearly 35,000 RTC beds with a reported utilization rate well in excess of ninety percent. There are four RTCs in

Wyoming with a combined total of 134 beds. With 48 beds, the Center represents thirty-five percent of the RTC beds available in Wyoming. There is typically an admissions waiting list for the Center's beds, especially for 12-15 year-old boys.

It is reported that seventy percent of the funds available to RTCs are derived from local and State funding sources.[4] Only five percent are reported to be derived from federal sources, and less than ten percent are reported to be derived from client fees. During the fiscal year the Center had expenditures of $1,490,951.00, of which $37,061.00 was derived from Federal funds. Additionally, $15,185.00 was collected in support payments and reverted to the general fund. During the year the Center was also the beneficiary of $2,350.00 in donations, inclusive of a $1,000.00 unsolicited award from Alpha Delta Kappa International Honorary Sorority for Women Educators. An annual award never before presented to the Center.

Children admitted to the Center are assessed across a multi-disciplinary spectrum incorporating psychological, psychiatric, psycho-educational, social, and medical disciplines. Individualized multi-disciplinary treatment plans are developed which are similar in nature to those required by the JCAH. The development of these plans incorporates input from social services representatives from the child's home community, the child, and if possible, the child's parent(s) and/or legal guardian.

Approximately fifty children are admitted to the Center per year with about 100 being in treatment during any twelve month period. The course of treatment varies in duration from sixty days to in excess of one year. In many cases, lack of post discharge placement resources becomes a critical factor delaying discharges and impacting the ultimate outcome of treatment.

Children admitted to RTCs represent a very select group of needy children. It is reported that nationally only 26.7 children per 100,000 population are placed in residential treatment.[5] Typically these are children who have exhausted other treatment interventions and require highly skilled treatment. In order to be effective with such children it is critical that the Center receive executive and legislative support cognizant of the skill level and resource support level required to execute the residential treatment mission.

[1] In 1984 the BCR adopted policy whereby the Wyoming State Children's Home does business as the Wyoming Youth Treatment Center

[2] Diagnostic and Statistical Manual of Mental Disorders, Third Edition, Revised, of the American Psychiatric Association

[3] Statistical Note No. 189, U.S. Department of Health and Human Services, August, 1988

[4 & 5] Statistical Note No. 188, U. S. Department of Health and Human Services, April, 1988

ACCOMPLISHMENTS AND OBJECTIVES

ADMINISTRATION

OBJECTIVES

To renovate selected critical areas of the treatment cottages

To explore acquisition of additional Federal funds

To complete development of a comprehensive manual of operations

To rekindle interest in JCAH accreditation

To revise the Eligibility, Admissions and Discharge Rules and Regulations

ACCOMPLISHMENTS

The upgrade of clinical staff educational requirements

The award from Kappa Beta Kappa

REHABILITATION SERVICES

OBJECTIVES

To complete comprehensive revision of the clinical program manual

To reinstate liaison program with the Juvenile Courts

To retain skilled clinical staff

To operationalize the Center's computer network

ACCOMPLISHMENTS

The revision of clinical program policies and procedures

The recruitment of advance degreed and experienced clinical staff

The effective management of the clinical program faced with a 50% turnover situation

The expansion of psychological testing services

The clinical assessment reports, progress reports, and correspondence are none done on computers

SUPPORTIVE SERVICES

OBJECTIVES

To attain Northcentral accreditation of the school

To be in compliance with the Wyoming Nurse Practices Act

To obtain Federal Drug Education funds

ACCOMPLISHMENTS

The expansion of the Federally funded JTPA project

The outstanding functioning of the on-grounds school

PROBLEMS AND RECOMMENDATION

A pervasive issue facing the Wyoming Youth Treatment Center and Wyoming's youth services in general is a systematic problem of impeded maximal utilization of resources. To approach acceptable levels of quality assurance RTCs must provide clinical services matched to client needs. As most RTCs are organized as private nonprofit providers, the matching of patient needs to the clinical characteristics of their organizations is germane to the maintenance of an acceptable level of appropriate utilization and quality assurance. By contrast, the Center being a public RTC has little control over appropriateness of placement matters. Placement primarily being a function of the juvenile courts. To achieve an acceptable level of resource maximization and associated quality assurance the improved regulation of admissions is required. Regulation that clearly must be vested with mental health disciplines internal to or having regulatory authority over the Center. A miscellaneous collection of children with different treatment issues in one small RTC has little potential but to impede maximal utilization of the available resources. A small RTC cannot effectively treat all classifications of patients with clinical integrity. Incorpo-

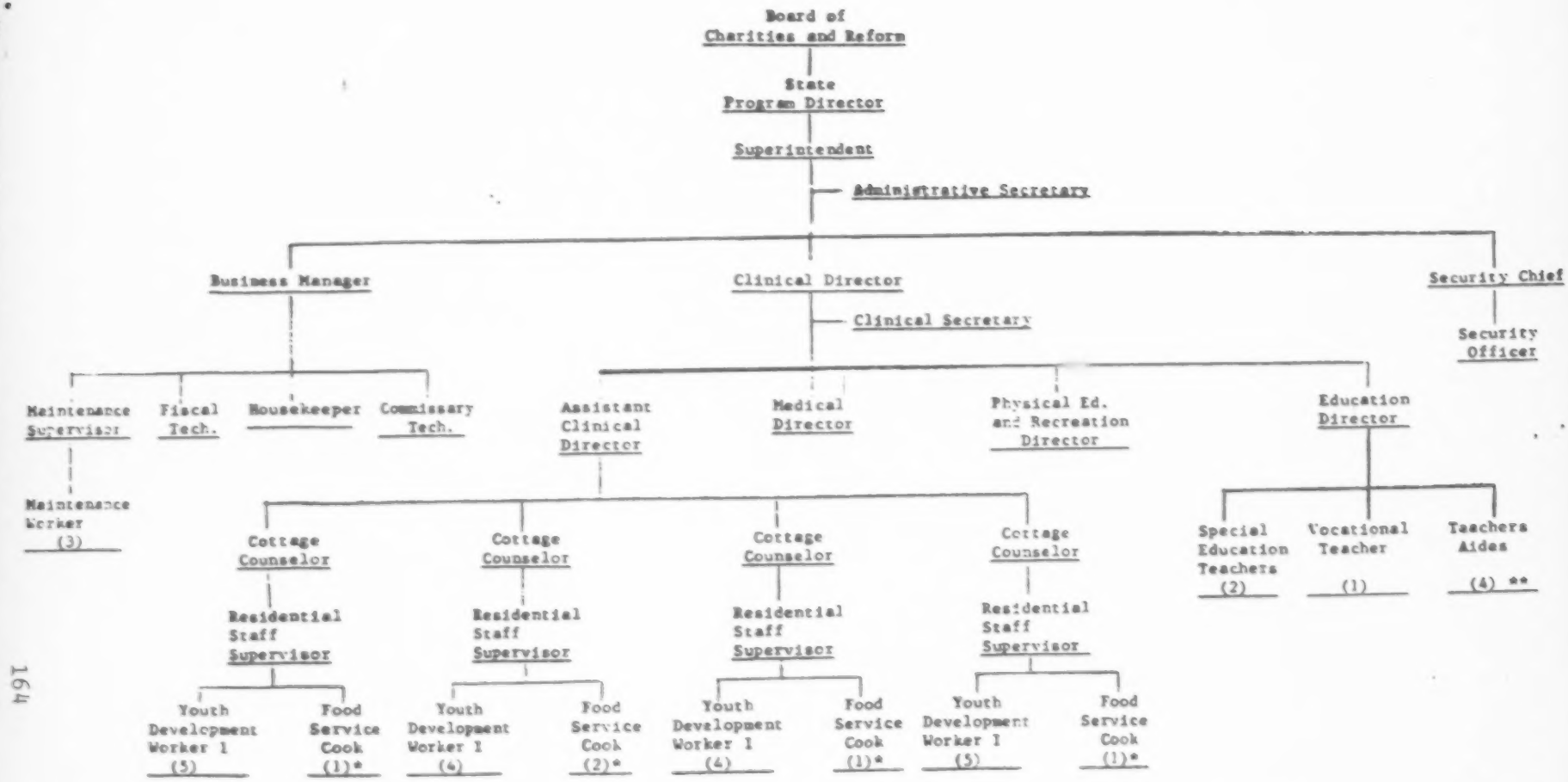
rated under one management umbrella, the Center's resources could be pooled and coordinated with other similar and adjunct service providers to achieve more efficient resource utilization.

With recent exhaustion of funds for the purchase of RTC services from private providers, heightened service demands have been placed on the Center. Demands for which there was no associated systemic preparation. Planning encompassing the whole of youth services issues. As a result, the Center is receiving patients with varied treatment issues that are not necessarily complimentary. At the extremes, both so called high end delinquents and high end psychiatric cases are being mixed. A mix which most mental health professionals conclude to be inappropriate and in some instances contra therapeutic. The wisdom of establishing a management umbrella triaging and coordinating the appropriateness of referrals to the various RTCs, institutions and other resources, is in evidence.

Viewed as part of a youth service's systemic problem, the Center is somewhat of a jerry-rigged RTC. An RTC incorporated into an antiquated facility designed to serve a much different purpose. The Center's demonstrated strength lies within the quality of it's staff. A staff whose potential cannot be actualized under current facility deficiencies. The Center faculty is of a kind similar to, but inferior to, the nationally established standards for accreditable RTC. For example, the Center is receiving behavioral manage issue children once otherwise placed. Yet, it remains without attention to it's request for a capital allocation to create behavioral management time-out rooms. Additionally, doctorate and masters level clinicians are working out of bath rooms and laundry rooms in need of renovation as offices. The need for a proactive response to these deficiencies is acute. The Center's reorganization as a RTC started in 1982 and subsequently confronted with the revenue short falls and associated budget constraints has stalled. Stalled short of viability, while at the same time the service demands are increasing. The continuance of a quality of service at the Center to which the State has become accustom is at risk unless some issues, especially capital expenditure issues, are attended to.

Like many of the concerns annually expressed about Wyoming's approach to youth services by various ad hoc committees, etc., the above concerns are related to systemic problems effecting the whole body of youth services in Wyoming. There are substantial ethical, moral, and economic reasons to consider establishment of a Wyoming Department of Youth Services. A department charged with and empowered to achieve the complimentary objectives of maximizing utilization of the existing resources and im-

proving the quality of services. As paradoxical as it may appear on first examination, creation of a department has the potential to constrain spending on youth services. Maximized utilization of the resources, associated quality assurance and containment of spending have a linear relationship. Money is being spent on youth services and getting the most return on that investment appears the only way to contain spending short of forgoing services.



*Food Service Cooks also have child care duties

Authorized Positions: 52

**Part-time Positions: 4

WYOMING YOUTH TREATMENT CENTER

JULY 1987

ADMISSION/RELEASE DATA

ADMISSIONS	DISCHARGES	TOTAL SERVED
51	56	101

ADMISSIONS BY COUNTY

Albany.....4	Hot Springs.....1	Sheridan....1
Big Horn....0	Johnson.....0	Sublette....2
Campbell....3	Laramie.....6	Sweetwater..4
Carbon.....1	Lincoln.....2	Teton.....0
Converse....3	Natrona.....13	Uinta.....2
Crook.....1	Niobrara.....0	Washakie....2
Fremont.....2	Park.....1	Weston.....0
Goshen.....0	Platte.....4	

ADMISSIONS BY AGE AND SEX

AGE	NUMBER	MALE	FEMALE
12	2 = 4%	1	1
13	7 =13%	4	3
14	4 = 8%	2	2
15	16 =31%	11	5
16	16 =31%	9	7
17	5 =10%	1	4
18	2 =4%	2	0

30 Males = 58%

22 Females = 42%

MOTOR VEHICLES PERMANENTLY ASSIGNED

Vehicle	License	Assigned	Mileage
1988 Dodge Caravan *	S-1363		5,600
1988 Dodge Caravan *	S-1364		7,684
1979 Ford LTD Sedan	S-81		116,357
1981 Ford Van	S-844		31,986
1987 Dodge Caravan	S-970		13,670
1981 Ford Granada	S-865		87,053
1986 Bonneville Pontiac (4dr.)	S-1262	Security	36,824
1979 Chev. 3/4 ton 4X4	S-421	Maintenance	108,975
1981 Chev. 12/ ton PU	S-804	Maintenance	87,441

The first five vehicles listed are for local transportation of residents and staff. The Ford Granada is used for non-local staff and resident transportation. The other vehicles are assigned to departments as indicated. No staff person is assigned a vehicle.

* Leased from Motor Vehicle Management System